Fisheries and Oceans Canada | Pêches et Océans Canada

Report on Plans and Priorities

2011-12

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Minister's Message

I am pleased to present the 2011-12 *Report on Plans and Priorities* for Fisheries and Oceans Canada.

This year's report is about transformation. DFO has reorganized itself to implement a forward-looking program and policy agenda that puts client service at the heart of everything we do. One of the main changes is a new governance structure that will ensure decision-making is done in a fully integrated way and with a focus on transparency, accountability and achieving results for Canadians.

To this end, in 2011-12 Fisheries and Oceans Canada and its Special Operating Agency, the Canadian Coast Guard, will officially implement its new Management Resource and Results Structure, which includes three Strategic Outcomes:

- Economically Prosperous Maritime Sectors and Fisheries
- Sustainable Aquatic Ecosystems
- Safe and Secure Waters

Supporting a prosperous and sustainable fishing and seafood industry and ensuring safety on Canada's waters have long been priorities for our Department. These new strategic outcomes demonstrate our commitment to Canadians, and ensure that our decisions and activities are directed towards these priorities at all times and at every level.

Responsible fiscal management also continues to be an important focus for us. We continue to find ways to better align our resources to our priorities and ensure our program and service offerings and business practices remain relevant for Canadians.

Highlights for 2011-12

For 2011-12, we will continue to focus on the following key priorities and initiatives:

- Modernizing fisheries to help ensure Canada's fisheries and marine sectors are more economically prosperous and responsive to changing conditions at home and in the global marketplace, including eco-certification requirements;
- Reiterating our commitment to ensuring Canada's Coast Guard is equipped with the tools it needs to keep Canada's waters safe;
- Strengthening the Environmental Response program in the Canadian Coast Guard;
- Working toward sustainable aquatic ecosystems by modernizing our habitat management procedures and providing enhanced environmental response reporting and coordination;
- Supporting our Government's Northern Agenda; and
- Strengthening engagement and key partnerships, including renewal of the departmental consultation framework, especially its Aboriginal dimensions.

Our Department will continue to contribute fully in support of the Cohen Commission of Inquiry into the Decline of Sockeye Salmon in the Fraser River over the coming year. Fisheries and Oceans Canada looks forward to the final report of the Commission, which will likely provide recommendations for the future sustainability of the sockeye salmon fishery in the Fraser River.

The Way Forward

I look forward to moving ahead as we work with our colleagues, stakeholders and government partners. Together, we will continue to build strong, sustainable fisheries and marine sectors.

The Honourable Keith Ashfield, P.C., M.P.
Minister of Fisheries and Oceans

Section I — Departmental Overview

Raison d'être

Canada's fisheries and oceans have played and continue to play an important historic, economic, and cultural role in Canada's development and growth as a nation. Fisheries and Oceans Canada (DFO) has the lead federal role in managing Canada's fisheries and safeguarding its waters.

Our Mission

Through sound science, forward-looking policy, and operational and service excellence, DFO employees work collaboratively toward the following strategic outcomes:

- *Economically Prosperous Maritime Sectors and Fisheries;*
- *Sustainable Aquatic Ecosystems; and*
- *Safe and Secure Waters.*

The Canadian Coast Guard (CCG), a Special Operating Agency within DFO, is responsible for services and programs that contribute to the safety, security, and accessibility of Canada's waterways. CCG supports other government organizations by providing a civilian fleet and a broadly distributed shore-based infrastructure.

The Department's work is guided by three key pieces of legislation:

- The ***Oceans Act*** entrusts the Minister with leading integrated oceans management and providing coast guard and hydrographic services.
- The ***Fisheries Act*** gives the Minister responsibility for the management of fisheries, habitat, and aquaculture.
- The ***Species at Risk Act*** gives the Minister responsibilities associated with the management of aquatic species at risk.

Our Vision

To advance sustainable aquatic ecosystems and support safe and secure Canadian waters while fostering economic prosperity across maritime sectors and fisheries.

Organization

More than eight of every ten employees of Fisheries and Oceans Canada work outside national headquarters in one of its six regions. National objectives, policies, procedures, and standards for the Department and CCG are established at national headquarters, in Ottawa. Regions are responsible for delivering programs and activities in accordance with national and regional priorities and within national performance parameters.

Information about DFO's regions and the Canadian Coast Guard is available at http://www.dfo-mpo.gc.ca/rpp/2011-12/index-eng.htm. A diagram of DFO's organizational structure is available at http://www.dfo-mpo.gc.ca/us-nous/organisation-eng.htm.

Strategic Review

DFO undertook a Strategic Review in 2010. Although the results of the review have not been finalized, its outcomes will provide an opportunity for the Department to establish new directions in key areas.

DFO's Contribution to the Federal Sustainable Development Strategy

Fisheries and Oceans Canada is a participant in the Federal Sustainable Development Strategy (FSDS). FSDS represents a major step forward for the Government of Canada by including environmental sustainability and strategic environmental assessment as an integral part of its decision-making processes.

DFO contributes to Themes III and IV of the four FSDS themes:

Theme I: Addressing Climate Change and Air Quality;

Theme II: Maintaining Water Quality and Availability;

Theme III: Protecting Nature; and

Theme IV: Shrinking the Environmental Footprint — Beginning with Government.

DFO's activities in support of Theme III are outlined in Section II of this report under the following program activities:

- 1.1 Integrated Fisheries Resource Management;
- 1.4 Sustainable Aquaculture Program;
- 2.5 Species at Risk Management;
- 2.7 Integrated Oceans Management; and
- 2.8 Aquatic Invasive Species.

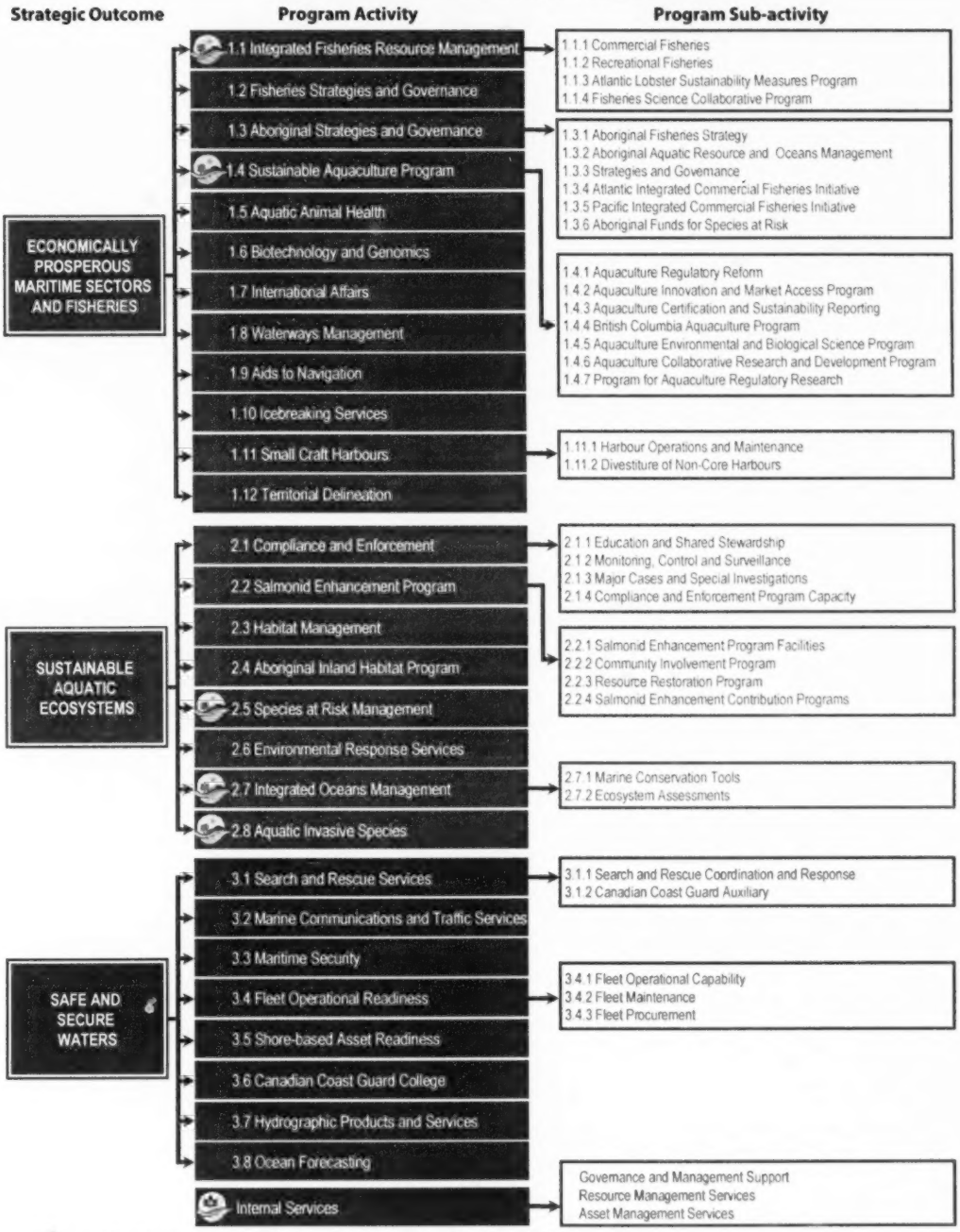
The Department's contributions to Theme IV can be found in the supplementary table Greening Government Operations (http://www.tbs-sct.gc.ca/rpp/2011-2012/info/info-eng.asp).

Details on DFO's Sustainable Development Strategy can be found on the DFO website (http://www.dfo-mpo.gc.ca/sds-sdd/2011-2012/index-eng.htm). Complete details on FSDS can be found on the Environment Canada website (http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=E19EE696-1).

Program Activity Architecture

The Government of Canada's Management, Resources and Results Structure (MRRS) is the foundation of a government-wide approach aimed at strengthening the management and accountability of public expenditures and clearly demonstrating results for Canadians. The Program Activity Architecture (PAA) is part of the MRRS. The PAA shows how DFO's programs align with the Department's three strategic outcomes. The PAA also includes a standalone program activity called *Internal Services*, defined as the activities and resources that support an organization's program needs and other corporate obligations.

2011-12 Program Activity Architecture


Strategic Outcome
Program Activity
Program Sub-activity
ECONOMICALLY PROSPEROUS MARITIME SECTORS AND FISHERIES
1.1 Integrated Fisheries Resource Management
1.1.1 Commercial Fisheries
1.1.2 Recreational Fisheries
1.1.3 Atlantic Lobster Sustainability Measures Program
1.1.4 Fisheries Science Collaborative Program
1.2 Fisheries Strategies and Governance
1.3 Aboriginal Strategies and Governance
1.3.1 Aboriginal Fisheries Strategy
1.3.2 Aboriginal Aquatic Resource and Oceans Management
1.3.3 Strategies and Governance
1.3.4 Atlantic Integrated Commercial Fisheries Initiative
1.3.5 Pacific Integrated Commercial Fisheries Initiative
1.3.6 Aboriginal Funds for Species at Risk
1.4 Sustainable Aquaculture Program
1.4.1 Aquaculture Regulatory Reform
1.4.2 Aquaculture Innovation and Market Access Program
1.4.3 Aquaculture Certification and Sustainability Reporting
1.4.4 British Columbia Aquaculture Program
1.4.5 Aquaculture Environmental and Biological Science Program
1.4.6 Aquaculture Collaborative Research and Development Program
1.4.7 Program for Aquaculture Regulatory Research
1.5 Aquatic Animal Health
1.6 Biotechnology and Genomics
1.7 International Affairs
1.8 Waterways Management
1.9 Aids to Navigation
1.10 Icebreaking Services
1.11 Small Craft Harbours
1.11.1 Harbour Operations and Maintenance
1.11.2 Divestiture of Non-Core Harbours
1.12 Territorial Delineation
SUSTAINABLE AQUATIC ECOSYSTEMS
2.1 Compliance and Enforcement
2.1.1 Education and Shared Stewardship
2.1.2 Monitoring, Control and Surveillance
2.1.3 Major Cases and Special Investigations
2.1.4 Compliance and Enforcement Program Capacity
2.2 Salmonid Enhancement Program
2.2.1 Salmonid Enhancement Program Facilities
2.2.2 Community Involvement Program
2.2.3 Resource Restoration Program
2.2.4 Salmonid Enhancement Contribution Programs
2.3 Habitat Management
2.4 Aboriginal Inland Habitat Program
2.5 Species at Risk Management
2.6 Environmental Response Services
2.7 Integrated Oceans Management
2.7.1 Marine Conservation Tools
2.7.2 Ecosystem Assessments
2.8 Aquatic Invasive Species
SAFE AND SECURE WATERS
3.1 Search and Rescue Services
3.1.1 Search and Rescue Coordination and Response
3.1.2 Canadian Coast Guard Auxiliary
3.2 Marine Communications and Traffic Services
3.3 Maritime Security
3.4 Fleet Operational Readiness
3.4.1 Fleet Operational Capability
3.4.2 Fleet Maintenance
3.4.3 Fleet Procurement
3.5 Shore-based Asset Readiness
3.6 Canadian Coast Guard College
3.7 Hydrographic Products and Services
3.8 Ocean Forecasting
Internal Services
Governance and Management Support
Resource Management Services
Asset Management Services
Contributes to Theme III: Protecting Nature of the Federal Sustainable Development Strategy
Contributes to Theme IV: Shrinking the Environmental Footprint — Beginning with Government of the Federal Sustainable Development Strategy

Program Activity Architecture Crosswalk

DFO redesigned its Management, Resources and Results Structure (MRRS) for 2011-12 to better reflect the full range of programs it delivers and to improve its Performance Measurement Framework. A revised strategic outcome, *Economically Prosperous Maritime Sectors and Fisheries*, was introduced to acknowledge the Department's activities, research, advice, and decisions, as well as its direct and indirect economic implications. The two other strategic outcomes, *Sustainable Aquatic Ecosystems* and *Safe and Secure Waters*, are essentially carried forward from the 2010-11 MRRS.

Under the new MRRS, the Program Activity Architecture (PAA) was adjusted to ensure that programs are better aligned to our strategic outcomes.

For more information on DFO's Science program, see http://www.dfo-mpo.gc.ca/science/index-eng.htm.

It was also recognized that science is an integral part of most DFO programs and provides an invaluable enabling function. Where science activities meet the definition of a program in the Treasury Board Secretariat's MRRS instructions, these activities are reflected as programs in the PAA diagram.

The table below illustrates the placement of DFO's program activities and strategic outcomes in the 2010-11 PAA versus the 2011-12 PAA, as well as the notional distribution of financial resources in terms of planned spending for 2011-12.

Distribution of Financial Resources

($ millions)

2010-11 Program Activity Architecture			2011-12 Program Activity Architecture		
Strategic Outcome	**Program Activity**		**Program Activity**		**Strategic Outcome**
1. Safe and Accessible Waterways ($855.4)	1.1 Canadian Coast Guard ($705.5)	→	1.8 Waterways Management ($5.2)	→	1. Economically Prosperous Maritime Sectors and Fisheries (Strategic Outcome Total $533.3)
			1.9 Aids to Navigation ($22.3)		
			1.10 Icebreaking Services ($17.0)		
			2.6 Environmental Response Services ($10.6)	→	2. Sustainable Aquatic Ecosystems (Strategic Outcome Total $294.6)
			3.1 Search and Rescue Services ($34.6)	→	3. Safe and Secure Waters (Strategic Outcome Total $688.8)
			3.2 Marine Communications and Traffic Services ($45.1)		
			3.3 Maritime Security ($10.1)		
			3.4 Fleet Operational Readiness ($425.0)		
			3.5 Shore-based Asset Readiness ($124.2)		
			3.6 Canadian Coast Guard College ($11.2)		
	1.2 Small Craft Harbours ($114.6)	→	1.11 Small Craft Harbours ($114.6)	→	1. Economically Prosperous Maritime Sectors and Fisheries (Strategic Outcome Total $533.3)
	1.3 Science for Safe and Accessible Waterways ($35.3)	→	3.7 Hydrographic Products and Services ($28.7)	→	3. Safe and Secure Waters (Strategic Outcome Total $688.8)
			1.12 Territorial Delineation ($6.4)	→	1. Economically Prosperous Maritime Sectors and Fisheries (Strategic Outcome Total $533.3)

Distribution of Financial Resources

($ millions)

2010-11 Program Activity Architecture			2011-12 Program Activity Architecture		
Strategic Outcome	**Program Activity**		**Program Activity**		**Strategic Outcome**
2. Sustainable Fisheries and Aquaculture ($511.8)	2.1 Fisheries and Aquaculture Management ($361.8)	→	1.1 Integrated Fisheries Resource Management ($63.1)	→	1. Economically Prosperous Maritime Sectors and Fisheries (Strategic Outcome Total $533.3)
			1.2 Fisheries Strategies and Governance ($16.5)		
			1.3 Aboriginal Strategies and Governance ($111.4)		
			1.4 Sustainable Aquaculture Program ($23.5)		
			1.7 International Affairs ($7.3)		
			2.1 Compliance and Enforcement ($109.9)	→	2. Sustainable Aquatic Ecosystems (Strategic Outcome Total $294.6)
			2.2 Salmonid Enhancement Program ($30.1)		
	2.2 Science for Sustainable Fisheries and Aquaculture ($150.0)	→	1.1 Integrated Fisheries Resource Management ($80.8)	→	1. Economically Prosperous Maritime Sectors and Fisheries (Strategic Outcome Total $533.3)
			1.2 Fisheries Strategies and Governance ($29.6)		
			1.4 Sustainable Aquaculture Program ($18.1)		
			1.5 Aquatic Animal Health ($5.9)		
			1.6 Biotechnology and Genomics ($3.0)		
			1.7 International Affairs ($1.6)		
			2.8 Aquatic Invasive Species ($11.0)	→	2. Sustainable Aquatic Ecosystems (Strategic Outcome Total $294.6)
3. Healthy and Productive Aquatic Ecosystems ($145.5)	3.1 Oceans Management ($15.4)	→	2.7 Integrated Oceans Management ($15.4)	→	2. Sustainable Aquatic Ecosystems (Strategic Outcome Total $294.6)
	3.2 Habitat Management ($55.0)	→	2.3 Habitat Management ($46.4)		
			2.4 Aboriginal Inland Habitat Program ($8.7)		
	3.3 Species at Risk Management ($24.2)	→	2.5 Species at Risk Management ($24.3)		
	3.4 Science for Healthy and Productive Aquatic Ecosystems ($50.8)	→	1.1 Integrated Fisheries Resource Management ($0.1)	→	1. Economically Prosperous Maritime Sectors and Fisheries (Strategic Outcome Total $533.3)
			1.7 International Affairs ($2.8)		
			2.3 Habitat Management ($12.1)	→	2. Sustainable Aquatic Ecosystems (Strategic Outcome Total $294.6)
			2.5 Species at Risk Management ($2.7)		
			2.7 Integrated Oceans Management ($23.4)		
			3.8 Ocean Forecasting ($9.8)	→	3. Safe and Secure Waters (Strategic Outcome Total $688.8)
Internal Services ($314.6)		→	1.7 International Affairs ($4.2)	→	1. Economically Prosperous Maritime Sectors and Fisheries (Strategic Outcome Total $533.3)
			Internal Services ($310.4)		
Total Departmental Planned Spending, 2011-12 $1,827.1					

Note: Because of rounding, figures may not add to the totals shown.

Planning Summary by Strategic Outcome

1. Economically Prosperous Maritime Sectors and Fisheries

Performance Indicator	Target
Dollar value of Gross Domestic Product generated by maritime sectors and fisheries	2009 value based on specific North American Industry Classification System industries included
Dollar value of net fishing income of self-employed fish harvesters	Average value 2004-08
Dollar value of Canada's exports of fish and seafood products	2009 value based on specific North American Industry Classification System industries included

($ millions)

Program Activity	Alignment to Government of Canada Outcome Area[1]	Forecast Spending 2010-11	Planned Spending		
			2011-12	2012-13	2013-14
1.1 Integrated Fisheries Resource Management	Strong Economic Growth	141.9	144.0	116.7	113.8
1.2 Fisheries Strategies and Governance	Strong Economic Growth	41.2	46.1	46.1	46.1
1.3 Aboriginal Strategies and Governance	Strong Economic Growth	117.6	111.4	60.9	60.8
1.4 Sustainable Aquaculture Program	Strong Economic Growth	41.6	41.6	39.5	24.4
1.5 Aquatic Animal Health	An Innovative and Knowledge-Based Economy	6.0	5.9	5.9	5.9
1.6 Biotechnology and Genomics	An Innovative and Knowledge-Based Economy	3.9	3.0	3.0	3.0
1.7 International Affairs	A Prosperous Canada Through Global Commerce	11.0	15.9	15.9	15.8
1.8 Waterways Management	Strong Economic Growth	5.9	5.2	5.2	5.2
1.9 Aids to Navigation	Strong Economic Growth	21.6	22.3	21.3	21.3
1.10 Icebreaking Services	Strong Economic Growth	17.2	17.0	17.0	17.0
1.11 Small Craft Harbours	Strong Economic Growth	212.3	114.6	92.6	92.6
1.12 Territorial Delineation	An Innovative and Knowledge-Based Economy	10.5	6.4	0.7	0.8
Total		**630.6**	**533.3**	**424.8**	**406.7**

Note: Because of rounding, figures may not add to the totals shown.

[1] Each program activity is linked to a single Government of Canada outcome area, permitting whole-of-government reporting. For more information, see http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx.

2. Sustainable Aquatic Ecosystems

Performance Indicator	Target
Percentage of all known aquatic species that are rated *secure*	≥2010 base year by March 31, 2015
Consolidated Index of Aquatic Ecosystem Health assessing population status, trophic structure, and species richness	≥2012 base year by March 31, 2013

($ millions)

Program Activity	Alignment to Government of Canada Outcome Area	Forecast Spending 2010-11	Planned Spending		
			2011-12	2012-13	2013-14
2.1 Compliance and Enforcement	A Clean and Healthy Environment	111.6	109.9	106.9	106.9
2.2 Salmonid Enhancement Program	A Clean and Healthy Environment	30.4	30.1	30.1	30.1
2.3 Habitat Management	A Clean and Healthy Environment	65.2	58.5	52.7	52.7
2.4 Aboriginal Inland Habitat Program	A Clean and Healthy Environment	8.6	8.7	8.7	8.7
2.5 Species at Risk Management	A Clean and Healthy Environment	26.5	27.0	17.2	17.2
2.6 Environmental Response Services	A Clean and Healthy Environment	11.1	10.6	10.6	10.6
2.7 Integrated Oceans Management	A Clean and Healthy Environment	46.0	38.8	35.4	35.4
2.8 Aquatic Invasive Species	An Innovative and Knowledge-Based Economy	11.6	11.0	11.0	11.0
Total		**310.9**	**294.6**	**272.7**	**272.7**

Note: Because of rounding, figures may not add to the totals shown.

3. Safe and Secure Waters

Performance Indicator	Target
Percentage of Canadian public reporting that the marine transportation system in Canada is *safe* or *very safe*	90%
Percentage of Canadian and Foreign shipping incidents (e.g., collision, grounding, striking, and ice damage) relative to total Canadian and foreign shipping movements in Canadian waters	<0.2%

($ millions)

Program Activity	Alignment to Government of Canada Outcome Area	Forecast Spending 2010-11	Planned Spending		
			2011-12	2012-13	2013-14
3.1 Search and Rescue Services	A Safe and Secure Canada	34.7	34.6	34.6	34.6
3.2 Marine Communications and Traffic Services	A Safe and Secure Canada	54.7	45.1	47.1	45.9
3.3 Maritime Security	A Safe and Secure Canada	9.5	10.1	7.5	7.5
3.4 Fleet Operational Readiness	A Safe and Secure Canada	459.7	425.0	411.9	352.3
3.5 Shore-based Asset Readiness	A Safe and Secure Canada	128.4	124.2	125.2	114.2
3.6 Canadian Coast Guard College	A Safe and Secure Canada	11.5	11.2	11.2	11.2
3.7 Hydrographic Products and Services	An Innovative and Knowledge-Based Economy	31.9	28.7	28.2	28.2
3.8 Ocean Forecasting	An Innovative and Knowledge-Based Economy	8.2	9.8	9.8	9.8
Total		**738.5**	**688.8**	**675.6**	**603.8**

Note: Because of rounding, figures may not add to the totals shown.

Departmental Priorities

The initiatives and activities outlined below are areas where particular focus will be placed to make progress against our strategic outcomes. Section II of this report provides additional information, which is focused on ongoing work.

Operational Priorities	Management Priorities
▪ Modernization of the Fisheries ▪ Streamlining and Simplifying Policies, Operations, and Procedures ▪ Deepening Engagement and Key Partnerships ▪ Ensuring Asset Readiness ▪ Responding to Changing Ecosystems	▪ Advancing Operational and Management Excellence

For each of the plans outlined below, the associated program activity (PA) is identified in parentheses.

Contribution of Operational Priorities to Strategic Outcomes

Modernization of the Fisheries — **Ongoing**

Contributing to...

- Economically Prosperous Maritime Sectors and Fisheries
- Sustainable Aquatic Ecosystems

Why is this a priority?

- Fishing in Canada is a multi-billion dollar industry that operates in an extremely competitive global market. To gain and maintain fuller access to this market, the industry must continually modernize to meet evolving international requirements. The current focus is on traceability and ecocertification.
- Recent legal decisions, such as the British Columbia Supreme Court decision that finfish aquaculture is a fishery and thus falls within federal jurisdiction, and the *Saulnier* decision that fishing licences are considered property for the purposes of the *Bankruptcy and Insolvency Act* and the *Personal Property Security Act*, have underlined the need to modernize the regulations and legislation governing fishing activity in Canada.
- Internationally managed fisheries provide important socio-economic benefits to Canadians, and some of these fisheries face challenges related to unsustainable management practices.

Plans for meeting the priority:

- Improve access to international markets by ensuring accurate, reliable, and consistent diagnostics for disease detection consistent with the International Organization for Standardization. (PA 1.5)
- Develop and apply the use of genomics-based tools in the management of the wild fishery and aquaculture. (PA 1.6)
- Bring forward a new *Fisheries Act*. (PA 1.2)
- Implement new aquaculture regulations. (PA 1.4)
- Establish a new compliance and enforcement program for aquaculture in British Columbia. (PA 2.1)
- Ensure a co-ordinated approach to modernization of the fisheries by doing the following:
  - Working with harvesters to understand their requirements for responding to changing economic conditions, including supporting harvesters' access to capital;
  - Stabilizing allocations;
  - Renewing the licence fee regime;
  - Enabling the Canadian fish and seafood industry to meet market access requirements for ecocertification by providing science and fisheries management information, verifying the proper use of that information, and ensuring that industry has the support it needs to meet third-party conditions associated with ecocertification;
  - Supporting Government of Canada trade negotiations to ensure Canadian fish and seafood interests are properly represented and market access is defended against discriminatory measures;
  - Implementing and further developing the Sustainable Fisheries Framework;
  - Certifying that Canadian fish and seafood exporters comply with international regulations regarding illegal, unreported, and unregulated fishing through the delivery of the Catch Certification Program;
  - Increasing stability, transparency, and predictability in fisheries management through renewed fisheries policies and improved governance; and
  - Working with industry to understand and address market and regulatory requirements that affect traceability by developing a National Fish and Seafood Traceability Strategy with provinces, territories, and industry. (PA 1.1, 1.2, 1.7)
- Develop a long-term infrastructure strategy for small craft harbours that is aligned with departmental priorities for the fisheries and with the Fisheries of the Future policy. (PA 1.11)
- Support global efforts to combat illegal, unreported, and unregulated fishing. (PA 1.1, 1.7)
- Deliver the first official audits of the Catch Certification Audit Office, and use the information from these and other audits to advance market access for Canadian fish and seafood products. (PA 2.1)
- Work with international partners to continue improvements in Regional Fisheries Management Organizations. (PA 1.7)
- Support Canada's World Trade Organization challenge regarding the European Union ban on seal products. (PA 1.7)
- Under the Pacific Integrated Commercial Fisheries Initiative, advance development of share-based salmon management in collaboration with First Nations and stakeholders. (PA 1.3)

Streamlining and Simplifying Policies, Operations, and Procedures **New**

Contributing to...

- All Strategic Outcomes

Why is this a priority?

- While DFO has streamlined and simplified regulations in individual areas, it has not recently examined policies. Furthermore, operations and procedures need to be further optimized by making better use of risk-based management, partnering, and other such strategies. This cross-cutting approach is needed to simplify what DFO as a whole does for its clients and stakeholders.

Plans for meeting the priority:

- Group departmental obligations related to signed treaties in a Management Control Framework and develop department-wide approaches to Aboriginal relations. (PA 1.3)
- Modernize the regulations and operational policies used in aquaculture management in British Columbia and in the management of fish health on fish farms across the country. (PA 1.4)
- Work to align DFO's *Fish Health Protection Regulations* with proposed amendments to the *Health of Animals Regulations*. (PA 1.5)
- Work with other federal departments and agencies with responsibilities for biotechnology to harmonize federal regulations. (PA 1.6)
- Undertake a policy suite review. (All PAs)
- Renew the Policy for the Management of Fish Habitat (1986) with a view to streamlining and simplifying the policy, and develop policy tools to ensure efficient and effective regulatory reviews. (PA 2.3)
- Consult with partners, stakeholders, and Aboriginal groups on ways to streamline program delivery. (PA 1.3, 2.3)
- Develop policies and procedures for streamlining the implementation of the *Species at Risk Act* for aquatic species. (PA 2.5)
- Renew regulations on paying licence fees in installments to improve licence holders' ability to manage fee payments. (PA 1.2)

Deepening Engagement and Key Partnerships **New**

Contributing to...

- All Strategic Outcomes

Why is this a priority?

- Working effectively with provinces, territories, clients, stakeholders, and other key partners at home and abroad is essential to delivering the Department's mandate and vision.
- This priority represents a whole-of-Department commitment to partnership; it will build on and extend the work that individual branches and sectors within DFO have already done.

Plans for meeting the priority:

- Improve the quality of engagement with the fishing industry, non-governmental organizations, Aboriginal organizations, and recreational fishing groups on DFO resource management processes. (PA 1.1)
- Support the renewal of the departmental consultation framework, especially its Aboriginal dimensions. (PA 1.3)
- Work with the provinces/territories, industry and other stakeholders to implement the National Aquaculture Strategic Action Plans approved by Ministers in November 2010. (PA 1.4)
- Provide a forum for discussing performance indicators for sustainability with key stakeholders by developing and implementing the Sustainability Reporting Initiative. (PA 1.4)
- Conduct treaty negotiations with First Nations. (PA 1.3)
- Strengthen relations with Regional Fisheries Management Organizations. (PA 1.7)
- Seek opportunities, through Service Level Agreements, to reach out to and work with clients, stakeholders, and other key partners and to consider new and innovative approaches to achieving shared objectives. (PA 3.4)
- Develop and reframe consultative relationships with stakeholders, advisory bodies, and external parties with respect to advice on resource management and stewardship issues. (PA 2.2)
- Work collaboratively with the United States to address shared threats from aquatic invasive species. (PA 1.7)
- Partner with provinces and territories to advance a shared agenda for marketing seals. (PA 1.7)
- Work with the United States to develop a binational risk assessment for Asian carp in the Great Lakes. (PA 2.8)
- Engage other federal science-based departments and agencies and international organizations in the surveying and monitoring of Canada's marine environments. (PA 3.7, 2.8)
- Implement the Marine Protected Areas Network Framework and Technical Document for the establishment of Marine Protected Areas Bioregional Networks. (PA 2.7)
- Work with Russia, Denmark, and the United States to collect, integrate, and interpret bathymetric data in support of Canada's evidence submission to the United Nations Commission on the Limits of the Continental Shelf. (PA 1.12)

Ensuring Asset Readiness **Ongoing**

Contributing to...

- All Strategic Outcomes

Why is this a priority?

- Many of CCG's fleet and shore-based assets now exceed their original design lives. Maintaining and replacing these assets is therefore vital to ensuring that CCG is able to meet current and future service demands.
- Recent audits highlighted, among other things, that CCG periodically verify its preparedness to respond to ship-source oil spills and develop a national equipment strategy to ensure that CCG is prepared to respond to reported pollution incidents in a nationally consistent manner.

Plans for meeting the priority:

- Establish a shore-based infrastructure plan to ensure that the condition of CCG's assets stabilizes over time and that new technologies are successfully integrated into the Aids to Navigation program. (PA 1.9, 3.2)
- Acquire, refit, or replace vessels and equipment as needed. (PA 1.10)
- Develop an Environmental Response national equipment strategy that will include life-cycle and materiel management processes, to assess the appropriateness of CCG's current asset base and identify future reinvestment requirements related to ensuring CCG is prepared to respond to ship-source oil spills. (PA 2.6)
- Advance CCG's Fleet Renewal Plan in line with government direction. (PA 3.4)
- Develop Asset Class Plans and related Asset Condition Reports for both Aids to Navigation and Marine Communications and Traffic Services. These plans and reports will be the foundation for the Long-term Plan for Shore-based Infrastructure. (PA 3.5)
- Prepare a Long-term Plan for Shore-based Infrastructure. This is a 15-year plan for the capital investments needed to ensure the reliability and availability of CCG's shore-based assets. (PA 3.5)

Responding to Changing Ecosystems **Ongoing**

Contributing to...

- All Strategic Outcomes

Why is this a priority?

- DFO must be ready from a policy, program, and operational point of view to contribute to the Government of Canada's Northern agenda.

Plans for meeting the priority:

- Support the development of commercial and emerging fishing activities in the North. (PA 1.1)
- Use Salmonid Enhancement Program facilities as required to support the recovery of salmon stocks affected by climate-change pressures. (PA 2.2)
- Contribute to circumpolar co-operation for the Arctic marine environment; this will include analyzing regional pressures and trends. (PA 1.7)
- Develop and implement a Northern Vision and framework for DFO that contributes to the government's Northern agenda and climate-change requirements. (Internal Services)
- Develop the regulatory policy and a regulatory proposal for the control and management of aquatic invasive species (AIS) under the *Fisheries Act*. (PA 2.8)
- Conduct a gap analysis of nautical charts and publications in the Arctic in collaboration with the Arctic Regional Hydrographic Commission. (PA 3.7)
- Use scientific information on climate change to inform decision-making through such documents as Integrated Fisheries Management Plans and Fishery Checklists. (PA 1.1)
- Assess DFO/CCG infrastructure against Northern-related and climate-change pressures and needs. (PA 1.11, 3.4, 3.5)
- Provide expert advice and leadership on the implementation of the Arctic Council's Arctic Marine Biodiversity Monitoring Plan in Canada. (PA 2.7)
- Advance our understanding of the increasing acidification of Canada's oceans as a result of climate change, and study the effects of this acidification on aquatic ecosystems; efforts will include contributing to the Arctic Monitoring and Assessment Programme's assessment of ocean acidification in the Arctic. (PA 2.7)
- Advance a science agenda for climate change. (PA 2.7)
- In collaboration with the Commission for Environmental Cooperation and the International Council for Exploration of the Sea, develop the draft guidance for incorporating climate-change considerations into the North American Marine Protected Area Network. (PA 2.7)
- Develop Pathways of Effects models for renewable energy industries. (PA 2.7)
- Develop guidance to support the environmental review of renewable energy projects. (PA 2.7)
- Develop a strategic research plan for renewable energy. (PA 2.7).

Contribution of Management Priorities to Strategic Outcomes

Advancing Operational and Management Excellence **New**

Contributing to...

- All Strategic Outcomes

Why is this a priority?

- To maximize DFO's effectiveness and efficiency and to support government-wide administrative priorities, the Department must continually strive for excellence in service delivery and in the management of its financial resources, people, assets, and information.

Plans for meeting the priority:

- Implement Strategic Review. (All PAs)
- Complete a comprehensive review of the national Compliance and Enforcement Program with a focus on improving efficiency, effectiveness, and national consistency in program delivery. (PA 2.1)
- Implement a new area-based Salmonid Enhancement Program organization that has been developed to maximize efficiency and effectiveness. (PA 2.2)
- Contribute to multi-departmental processes aimed at improving the integration and delivery of species at risk responsibilities. (PA 2.5)
- Advance the development of a centralized IM/IT infrastructure to streamline business processes. (PA 2.5)
- Implement the organizational changes approved to date, and assess the applicability of the classification and human resource strategies of other organizations. (PA 1.11)
- Develop informal and formal career development programs and tools, including the professional development and apprencticeship program for fishery and aquaculture managers. (PA 1.2)
- Implement the new governance structure. (Internal Services)
- Advance results-based management. (Internal Services)
- Implement a legal risk management framework. (Internal Services)
- Develop a departmental policy on private benefit-public good across DFO/CCG programs and services. (Internal Services)
- Continue to support the Commission of Inquiry into the Decline of Sockeye Salmon in the Fraser River (Cohen Inquiry). (PA 1.1).
- Continue the implementation of the Information Management Strategy. (Internal Services)

Risk Analysis

DFO's Corporate Risk Profile is based on an analysis of the organization's internal and external operating environments. The Profile identifies key internal and external risks, as well as intermediate outcomes at risk, that could interfere with the Department's ability to achieve its strategic outcomes.

Now approved annually by the Departmental Management Committee, the Corporate Risk Profile supports decision-making in key functional areas such as business and operational planning, program delivery, performance measurement, and personal accountability accords. It specifies senior management accountabilities for risk management, provides strategic direction on risk mitigation, and establishes a formal process for tracking and reporting mitigation progress.

Important foundational work has been completed to set risk management on solid ground for 2011-12 and beyond:

- Sectors, the Canadian Coast Guard, and regions have developed their own risk profiles, and risk management is a core part of program delivery in all the regions.
- Ongoing monitoring of DFO's operating environment allows the Department to identify new risks and opportunities and the related response strategies.
- DFO has formalized a corporate risk management process that ensures risk profile updates are available to help management determine priorities for the coming fiscal year.

DFO intends to continue to meet its responsibilities for risk management as prescribed by central agencies such as those under the Management Accountability Framework of Treasury Board Secretariat.

Key Risk	Risk Mitigation and Management Measures	Link to Departmental Priorities
Internal		
Human Capital There is a risk that DFO will be unable to sustain a sufficient and representative workforce with the appropriate competencies to adequately support, deliver, and manage programs and services.	DFO will equip managers with tools and initiatives to address human capital risks, including the ability to recruit key personnel; to develop, promote, and retain employees; to provide appropriate learning and development opportunities; and to respond to increasing demands from stakeholders.	■ All Departmental Priorities
Information for Decision-making There is a risk that sufficient and appropriate information will not be available on a timely basis to support decision-making.	DFO will minimize delays in gathering reliable data and information necessary for decision-making. In particular, the Department will address its increasing reliance on third parties for data-collection activities and implement measures to ensure that the information coming from different sources is reliable.	■ Streamlining and Simplifying Policies, Operations, and Procedures ■ Advancing Operational and Management Excellence
Physical Infrastructure There is a risk that DFO will be unable to invest in or maintain the infrastructure necessary to achieve its objectives.	DFO will increase servicing periods for physical assets, and plan and prioritize maintenance, repairs, replacement, and divestiture activities.	■ Modernization of the Fisheries ■ Ensuring Asset Readiness ■ Responding to Changing Ecosystems
Strategic Alignment There is a risk that DFO's resources, activities, plans, and strategies will not be sufficiently harmonized with the priorities and expectations of the Government of Canada and other external stakeholders.	DFO will continue to improve integrated planning and reporting to ensure that departmental resources and activities align with the priorities and expectations of the Government of Canada and other external stakeholders.	■ All Departmental Priorities
Financial Capacity There is a risk that insufficient resources will be available to support program delivery and maintain service levels for DFO's internal and external client base.	DFO will closely monitor and reallocate its resources to ensure that sufficient finances will be available to support core program delivery and maintain service levels.	■ Deepening Engagement and Key Partnerships ■ Advancing Operational and Management Excellence
Communications Capacity There is a risk that stakeholder awareness, understanding, and acceptance of DFO's mandate, programs, regulations, decisions, roles, and responsibilities will be affected by gaps in communication and consultations.	DFO will allocate resources to employee awareness and training, provide appropriate responses to feedback from targeted stakeholders, and ensure that written policies, protocols, guidelines, and frameworks are accurate and informative and meet accepted departmental standards.	■ Streamlining and Simplifying Policies, Operations, and Procedures ■ Deepening Engagement and Key Partnerships

Key Risk	Risk Mitigation and Management Measures	Link to Departmental Priorities
External		
Legal Risk There is a risk that DFO will make decisions that are successfully challenged before the courts and result in either significant financial liability or negative effects on the Department's legislative or regulatory authorities. There is a risk that DFO will be unable to comply with its regulatory obligations or legislation, resulting in additional litigation by parties seeking to have the Department's regulatory mandate enforced or extended.	Through the Legal Risk Management Committee and the High Impact Committee, DFO will manage legal resources in a manner that reflects changes in government policies concerning the funding of judgments/settlements. The Department will also address high stakeholder expectations regarding DFO's mandate and work toward ensuring greater compliance with regulatory legislation, and co-ordinate more effectively on regulations with other government departments (e.g., fish health, safe food supply and trade).	■ Deepening Engagement and Key Partnerships ■ Advancing Operational and Management Excellence
Third-party Reliance There is a risk that third parties, on which DFO relies to deliver many of its programs and services, will not be able to produce the necessary results.	DFO will put multi-year agreements in place, where appropriate, and resolve agreements and relationships with third parties that could compromise DFO's priorities or strategic outcomes.	■ Streamlining and Simplifying Policies, Operations, and Procedures ■ Deepening Engagement and Key Partnerships ■ Advancing Operational and Management Excellence
Climate Change There is a risk that DFO will be unable to adapt quickly to the effects of climate change.	DFO will factor climate change into the activities it undertakes to meet departmental priorities and strategic outcomes, including oceans management, fisheries management, environmental response, search and rescue, waterways access, fleet management, and small craft harbour infrastructure.	■ Ensuring Asset Readiness ■ Responding to Changing Ecosystems
Economic and Market Pressures There is a risk that DFO will be unable to contribute to accessing international markets for Canadian commercial fisheries and that Canadian commercial fishers will be unable to remain globally competitive.	DFO will assess the business model developed for the Canadian fish and seafood sector and respond to prevailing economic and market pressures and the global demand for seafood products.	■ Modernization of the Fisheries
Overcapacity and Overfishing There is a risk that DFO will be unable to manage, sustain, and protect fisheries resources and foster viability because of commercial fishing fleet overcapacity.	Through Modernization of the Fisheries, DFO will focus on policy solutions to mitigate commercial fishing fleet overcapacity and overfishing, and adjust the regulatory regime accordingly.	■ Modernization of the Fisheries ■ Ensuring Asset Readiness
Higher Input Costs There is a risk that higher input costs are creating challenges for the industry in maintaining economically prosperous fishing and processing enterprises.	Where feasible, DFO will support lower input costs to harvesters, such as licence fees, and support their ability to more effectively manage these costs by paying licence fees in installments.	■ Modernization of the Fisheries ■ Ensuring Asset Readiness

Key Risk	Risk Mitigation and Management Measures	Link to Departmental Priorities
Hazard-type/Crisis-type Risks There is a risk that DFO will be ill-prepared or ill-equipped to respond to major hazards and crises.	DFO will review emergency response plans to manage crises (e.g., oil spills) and address hazards. These plans will be updated regularly to allow for rapid response to new crises and hazard situations.	■ Ensuring Asset Readiness ■ Responding to Changing Ecosystems
Intermediate Outcomes at Risk		
Public Confidence and DFO Reputation There is a risk that DFO will be unable to maintain public confidence.	DFO will develop and update mitigation measures to respond to perceived departmental shortcomings and identify how the external business environment and client demands are changing. As public confidence involves the entire Department, responsibility for risk management will be assigned across all programs and sectors.	■ All Departmental Priorities
A Risk-Smart DFO Culture There is a risk that DFO will be unable to ensure effective and efficient program delivery and continuously validate its corporate risk profile.	DFO will lead the development of a risk-smart workforce, linking ground-level staff with top management to establish good risk management practices, equip all managers and staff with learning opportunities that will foster awareness of integrated risk management (IRM) practices and structures, and link rewards and consequences to the quality of IRM practice.	■ All Departmental Priorities
Integrated Risk Management Effectiveness and Relevance There is a risk that DFO will be unable to establish a greater linkage to the planning and reporting process and therefore unable to ensure that risk is taken into account in planning activities as well as in reporting to Canadians through the *Departmental Performance Report* and the *Report on Plans and Priorities*.	DFO will connect corporate planning and reporting to its day-to-day core business activities by developing mitigation measures linked to program evaluation, addressing the need for more contingency planning and better definitions of controls, and striking a balance among competing social, economic, environmental, and political objectives.	■ All Departmental Priorities
Risk Tolerance There is a risk that DFO will be unable to both ensure that programs effectively deal with risk as well as make this need explicit.	DFO will ensure that all program managers explain and communicate risk mitigation parameters and approaches to managers and staff and foster informed and calculated risk management through performance monitoring, evaluation, and incentives.	■ All Departmental Priorities

Expenditure Profile

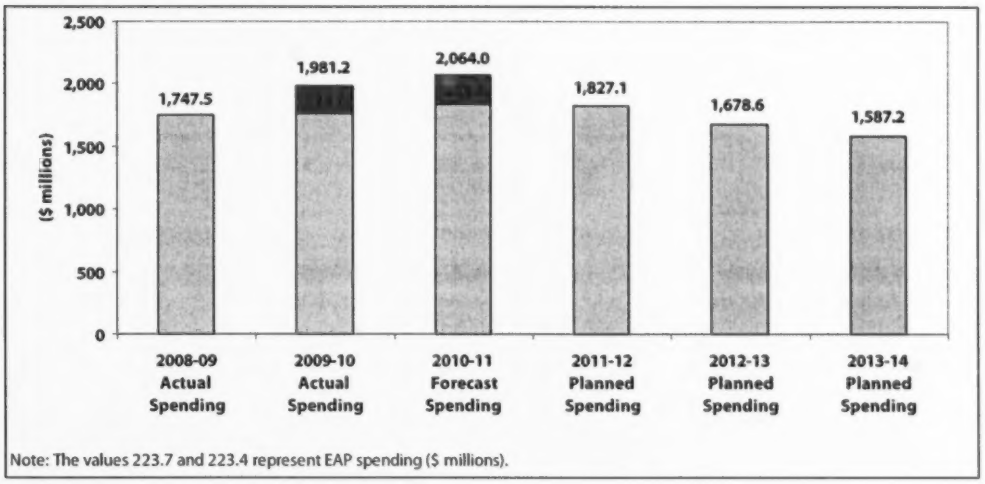
Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	1,827.1	1,678.6	1,587.2
Human Resources (Full-time Equivalents (FTEs))	11,163	11,103	11,081

Estimates by Vote

Estimates by vote are presented in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Departmental Spending Trend



Note: The values 223.7 and 223.4 represent EAP spending ($ millions).

Summary of Departmental Spending

($ millions)

	Forecast Spending 2010-11	Planned Spending		
		2011-12	2012-13	2013-14
1. Economically Prosperous Maritime Sectors and Fisheries	630.6	533.3	424.8	406.7
2. Sustainable Aquatic Ecosystems	310.9	294.6	272.7	272.7
3. Safe and Secure Waters	738.5	688.8	675.6	603.8
Internal Services	383.9*	310.4	305.5	304.0
Total Departmental Spending	**2,064.0***	**1,827.1**	**1,678.6**	**1,587.2**

Note: Because of rounding, figures may not add to the totals shown.

* The 2010-11 Forecast Spending for Internal Services includes a $15.1 million provision set aside centrally to cover Departmental revenue shortfalls and is not available for general spending within Internal Services.

Section II — Analysis of Program Activities by Strategic Outcome

1. Economically Prosperous Maritime Sectors and Fisheries

This strategic outcome focuses on two long-term, enduring benefits for Canadians:

- Improving the economic benefits associated with Canada's maritime sectors and fisheries;[2] and
- Enhancing the competitiveness of the country's maritime sectors and fisheries.

We measure our progress toward this strategic outcome by comparing the dollar value of Gross Domestic Product (GDP) for the maritime sectors and fisheries with a target value. For the current reporting period, our target value is the 2009 value of the GDP that the maritime sectors and fisheries generate.

DFO takes great care to make sustainable, effective use of Canada's waters as it delivers the following 12 program activities designed to ensure that our maritime sectors and fisheries thrive and are competitive:

- 1.1 Integrated Fisheries Resource Management
- 1.2 Fisheries Strategies and Governance
- 1.3 Aboriginal Strategies and Governance
- 1.4 Sustainable Aquaculture Program
- 1.5 Aquatic Animal Health
- 1.6 Biotechnology and Genomics
- 1.7 International Affairs
- 1.8 Waterways Management
- 1.9 Aids to Navigation
- 1.10 Icebreaking Services
- 1.11 Small Craft Harbours
- 1.12 Territorial Delineation

See pages 19 through 31 for information on these program activities.

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	533.3	424.8	406.7
Human Resources (FTEs)	2,127	2,097	2,073

Performance Measurement

Expected Result	Performance Indicator	Target
Economically Prosperous Maritime Sectors and Fisheries	Dollar value of Gross Domestic Product (GDP) generated by maritime sectors and fisheries	2009 value based on specific North American Industry Classification System industries included
	Dollar value of net fishing income of self-employed fish harvesters	Average value 2004-08
	Dollar value of Canada's exports of fish and seafood products	2009 value based on specific North American Industry Classification System industries included

[2] *Maritime sectors and fisheries* refers to industries in the North American Industry Classification System. We are in the process of specifying which industries to include in our target.

1.1 Integrated Fisheries Resource Management

This program activity delivers the policies, programs, plans, and science needed to manage, protect, and conserve Canada's fisheries resources. Without the sustainable resource base these activities and programs support, DFO's goal of an economically viable and diverse fishing industry for Canadians cannot be achieved.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	144.0	116.7	113.8
Human Resources (FTEs)	997	989	989

Performance Measurement

Expected Result	Performance Indicator	Target
Major stocks are managed within established conservation limits	Percentage of major fish stocks where the harvest rate or level is at or below approved levels (e.g., removal reference, quota)	85% by March 31, 2012
Stakeholders are engaged in harvest decision-making processes	Percentage of major stocks in which stakeholders are provided opportunities to participate in fishery planning processes	100% by March 31, 2012

Planning Highlights

- **Canadian Shellfish Sanitation Program (CSSP)** — In conjunction with CSSP partners, develop a risk-based approach to focus CSSP expenditures on the highest risk areas and activities.
- ***Marine Mammal Regulations*** — Amend the *Marine Mammal Regulations* to permit the regulation of harmful activities related to the interaction between humans and marine mammals.
- **Cetacean[3] Conservation Policy** — Develop a comprehensive policy, based on the precautionary approach, that provides clear national direction on how non-harvest activities (e.g., whale watching, entanglements, live capture) are handled so as to lessen impacts on cetacean species, many of which are considered at risk.
- **Fishery Decision-making Framework Incorporating the Precautionary Approach** — Establish science-based reference points to support the Department's Fishery Decision-making Framework Incorporating the Precautionary Approach for commercial fish stocks (e.g., groundfish) on a prioritized basis as identified with resource managers.
- **Cohen Inquiry (Fraser River Sockeye Salmon)** — Continue to work with the Commission of Inquiry into the Decline of Sockeye Salmon in the Fraser River.

Contribution to the Federal Sustainable Development Strategy

FSDS Goal	Performance Indicator	Target
Goal 7: Biological Resources Sustainable production and consumption of biological resources are within ecosystem limits	Percentage of commercial stocks harvested sustainably in accordance with the precautionary approach	Sustainable fisheries: Improve the management and conservation of major stocks (DFO has the lead)

For more information, see DFO's Sustainable Development Strategy (http://www.dfo-mpo.gc.ca/sds-sdd/2011-2012/index-eng.htm) and the Federal Sustainable Development Strategy (http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=E19EE696-1).

[3] The scientific order *Cetacea* includes whales, dolphins, and porpoises.

Sub-activities

Integrated Fisheries Resources Management is delivered through four sub-activities, as indicated in the Program Activity Architecture on page 5. Performance information for these sub-activities is available on the DFO website (http://www.dfo-mpo.gc.ca/rpp/2011-12/index-eng.htm).

1.2 Fisheries Strategies and Governance

This program activity leads the co-ordination and implementation of the plans and policies needed to support a prosperous and competitive fisheries sector. By improving governance in all fisheries and working to ensure that governance in individual fisheries reflects DFO's unified governance framework, Fisheries Strategies and Governance:

- Increases the transparency and predictability of fisheries management; and
- Streamlines decision-making about the resource.

These results in turn make it more likely that Canada's fisheries will be prosperous and sustainable.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	46.1	46.1	46.1
Human Resources (FTEs)	211	211	209

Performance Measurement

Expected Result	Performance Indicator	Target
Fisheries Management effectively responds to the economic forces and conservation objectives that impact the fishery	Percentage of Integrated Fisheries Management Plans in which Sustainable Fisheries Framework tools are implemented	20% by March 31, 2012
Collaborative and transparent consultations improve governance across all fisheries	Percentage of fisheries management consultation / engagement processes made public and recorded	80% by March 31, 2012
Increase stability, transparency, and predictability in fisheries management	Percentage of major stocks (Atlantic and Pacific) with stable sharing arrangements	75% by March 31, 2012
Issuance of catch certificates	Percentage of catch certificates issued within service standard	80% by March 31, 2012
Completed Fishery Checklists* for major stocks	Percentage of Fishery Checklists completed for major stocks on an annual basis	90% by March 31, 2012
Business management products (Sectoral Business and HR planning reports, MRRS, information management, financial reports, and HR requests)	Percentage of required business products completed	100% by March 31, 2012

* The Fishery Checklist is an internal qualitative monitoring tool to measure the Department's progress in increasing the overall sustainability capacity of major fish stocks. The Checklist gathers information on biodiversity, conservation and protection, governance, habitat and ecosystems, harvest tools, stock information, stock assessment, and status of the overall fish stock.

Planning Highlights

- **Fisheries Policy Modernization** — Support the Department's efforts to modernize its fisheries management regime. Policies are being implemented under the authority of existing legislation; however, in moving forward, they will be in alignment with, and supported by, modern fisheries management legislation to be introduced in the future. Initiatives include:
  - Working with harvesters to understand their requirements for responding to changing economic conditions, including supporting harvesters' access to capital;
  - Implementing and further developing the Sustainable Fisheries Framework; and
  - Increasing stability, transparency, and predictability in fisheries management.
- **Access to International Markets** — Support the Department's efforts in this area by:
  - Helping to ensure that the Canadian fish and seafood industry meets market access requirements for ecocertification by providing science and fisheries management information, verifying the proper use of that information, and ensuring that industry has the support it needs to meet third-party conditions associated with certification;
  - Implementing and further developing the Sustainable Fisheries Framework;
  - Helping to ensure that Canadian fish and seafood exporters comply with international regulations about IUU fishing through the delivery of the Catch Certification Program; and
  - Working with industry to understand and address market and regulatory requirements that affect traceability by developing a National Fish and Seafood Traceability Strategy with the provinces and territories.
- **Sustainable Fisheries Framework** — Develop a national bycatch policy that includes principles, scope, objectives, and a universally accepted definition of bycatch.
- **Sensitive Benthic Area Ecological Risk Assessment Framework** — Apply an ecological risk assessment framework to certain major fisheries.
- **Licensing Policy** — Refine licensing policy in ways that will help harvesters improve the efficiency of their business, reduce input costs, and prosper. For example:
  - Apply guidelines for the implementation of the *Saulnier* decision;
  - Explore the possibility of establishing a quota registry in support of the use of quota as loan collateral;
  - Review the applicability of Atlantic Fisheries Policies within the context of Nunavut's emerging fisheries; and
  - Expand the Notice and Acknowledgement system to the Atlantic offshore and Pacific fisheries.
- **National Fish and Seafood Traceability Strategy** — Complete a National Fish and Seafood Traceability Strategy under the auspices of the Canadian Council of Fisheries and Aquaculture Ministers.

1.3 Aboriginal Strategies and Governance

This program activity delivers programs to support the involvement of Aboriginal groups in the fishery for food, social, and ceremonial purposes, as well as for commercial purposes related to shared management and capacity building and for conservation purposes. It also provides strategic and treaty policy advice for the ongoing management of Aboriginal rights issues; the renewal of Aboriginal programs and policies; the implementation of treaties; negotiation mandates; allocation policies; and fisheries-related consultation and engagement.

The Aboriginal Strategies and Governance program activity builds and maintains strong, stable relations with Aboriginal groups to promote and foster respect and greater certainty for Aboriginal and treaty rights and to promote fisheries-related economic opportunities for Aboriginal communities. This program activity enables Aboriginal groups to obtain the capacity to participate in the multi-stakeholder processes related to aquatic resource and oceans management and to take advantage of opportunities in commercial fisheries and aquaculture development.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	111.4	60.9	60.8
Human Resources (FTEs)	116	100	100

Performance Measurement

Expected Result	Performance Indicator	Target
Aboriginal communities have the capacity to participate in aquatic resource and oceans management	Percentage of eligible Aboriginal groups under a co-management relationship or arrangement	98% by March 31, 2013
Aboriginal communities actively participate in integrated commercial fisheries	Number of Aboriginal groups active in the communal commercial fisheries	105 by March 31, 2013

Planning Highlights

- **Fisheries in Treaties** — Develop strategies and approaches for Aboriginal participation in fisheries through treaties.
- **Management Control Framework for Treaty Implementation** — Develop a Management Control Framework to enhance the operational sustainability of DFO's treaty-related obligations.
- **Aboriginal Programs Framework** — Continue to develop the framework DFO will use in the long-term management of relationships with Aboriginal groups inside and outside land claims agreements/treaties, and seek approval for revised or revitalized programs.
- **Integrated Aboriginal Contribution Management Framework (IACMF)** — Implement the IACMF, which streamlines administration across all Aboriginal contribution agreement programs and provides for risk-based assessments of recipient performance. A new information system will track transactions and work in progress, and allow for reporting on results achieved by these programs.

Sub-activities

Aboriginal Strategies and Governance is delivered through six sub-activities, as indicated in the Program Activity Architecture on page 5. Performance information for these sub-activities is available on the DFO website (http://www.dfo-mpo.gc.ca/rpp/2011-12/index-eng.htm).

1.4 Sustainable Aquaculture Program

This program activity seeks to create the conditions needed to develop an innovative, competitive, and sustainable aquaculture sector in Canada. Doing so involves establishing regulations based on economic, social, environmental, and scientific considerations, and collaborating extensively with sector stakeholders.

By creating the conditions for a more competitive and sustainable aquaculture sector, the Sustainable Aquaculture Program supports the development of the economically prosperous maritime sectors and fisheries that are so important to Canadians.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	41.6	39.5	24.4
Human Resources (FTEs)	219	219	199

Performance Measurement

Expected Result	Performance Indicator	Target
Canadian aquaculture industry more productive and competitive	Average annual percentage growth rate in aquaculture production	6% by March 31, 2012
	Average annual percentage growth rate in the value of aquaculture exports	5% by March 31, 2012

Planning Highlights

- **Fish Pathogen and Pest Treatment Regulations** — Develop regulations and management approaches for fish health management, fish pathogen, and pest treatment.
- **National Aquaculture Strategic Action Plan Initiative** (http://www.dfo-mpo.gc.ca/aquaculture/lib-bib/nasapi-inpasa/index-eng.htm) — Implement the National Aquaculture Strategic Action Plan Initiative, which sets out a strategic vision for the sustainable development of the Canadian aquaculture sector over the next five years (2011-15).
- **Aquaculture Sustainability Reporting Initiative** — Compile annual progress reports on the economic, environmental, and social sustainability of Canadian aquaculture. These reports will discuss performance indicators that can be used to monitor and track progress.
- **Aquaculture Licence Fees under the Pacific Aquaculture Regulation** — Develop a proposal to implement the collection of licence fees for all federally regulated aquaculture operations in British Columbia. These fees are part of the regulatory framework for aquaculture management in the Pacific Region, which is DFO's responsibility as a result of a decision by the British Columbia Supreme Court.
- **Aquaculture Collaborative Research and Development Program** — Review the Aquaculture Collaborative Research and Development Program, and refine it accordingly.

Contribution to the Federal Sustainable Development Strategy

FSDS Goal	Performance Indicator	Target
Goal 7: Biological Resources Sustainable production and consumption of biological resources are within ecosystem limits	▪ Percentage of aquaculture managed under a science-based environmental regulatory framework ▪ Percentage of Canadian aquaculture producers certified environmentally sustainable or positioned to implement certification	Sustainable Aquaculture: To promote the conservation and optimum use of marine resources and the aquatic environment through improved aquaculture management by 2014 (DFO has the lead)

For more information, see DFO's Sustainable Development Strategy (http://www.dfo-mpo.gc.ca/sds-sdd/2011-2012/index-eng.htm) and the Federal Sustainable Development Strategy (http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=E19EE696-1).

Sub-activities

Sustainable Aquaculture Program is delivered through seven sub-activities, as indicated in the Program Activity Architecture on page 5. Performance information for these sub-activities is available on the DFO website (http://www.dfo-mpo.gc.ca/rpp/2011-12/index-eng.htm).

1.5 Aquatic Animal Health

Working with the Canadian Food Inspection Agency (CFIA), this program activity co-delivers Canada's National Aquatic Animal Health Program (NAAHP). The NAAHP protects against the introduction and spread of infectious disease in wild and cultured aquatic animals.

The Canadian Food Inspection Agency relies on the Department's scientific expertise to provide scientific advice and to conduct diagnostic testing and research. Knowledge derived through science informs certification of aquatic animal health status in support of the Canadian fish/seafood trade, market access, and the delivery of federal responsibilities under the *Health of Animals Act* and the *Fisheries Act*.

By helping prevent or control disease outbreaks, Aquatic Animal Health contributes to the Canadian seafood industry's competitive access to international markets and the protection of aquatic resources.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	5.9	5.9	5.9
Human Resources (FTEs)	51	51	51

Performance Measurement

Expected Result	Performance Indicator	Target
Protect against the introduction or spread of serious infectious disease in wild and cultured aquatic animals	Progress against activities that support the implementation of the National Aquatic Animal Health Program (NAAHP)	100% by March 31, 2012
	Percentage of fish samples collected that were analyzed for presence of disease	100% by March 31, 2012
Diagnostic tools for disease identification	Percentage of new molecular tests developed	100% by March 31, 2012
	Percentage of bench diagnostic techniques validated	100% by March 31, 2012
	Percentage of field diagnostic techniques validated	100% by March 31, 2012
Quality controlled diagnostic labs	Number of DFO diagnostic labs that are granted ISO/IEC 17025 accreditation	100% by March 31, 2012
Scientific research	Percent of completed research studies as required by CFIA and DFO	100% by March 31, 2012

Planning Highlights

- **Research** — Perform targeted research through the Centre for Aquatic Animal Health Research and Development Centre of Expertise on issues of importance to aquatic animal health in Canada.
- **Diagnostics** — Provide diagnostic capacity in support of the joint DFO-Canadian Food Inspection Agency National Aquatic Animal Health Program.
- **Advice** — Provide scientific advice to the Canadian Food Inspection Agency for delivery of the National Aquatic Animal Health Program and more broadly in support of departmental needs with respect to the protection of domestic stocks.
- ***Fish Health Protection Regulations*** — Amend the *Fish Health Protection Regulations* to reflect changes to the *Health of Animals Regulations* and transfer permitting authority from DFO to the Canadian Food Inspection Agency.

1.6 Biotechnology and Genomics

Biotechnology and Genomics seeks, through biotechnology and genomics, to advance the sustainable development of aquatic resources. The federal government uses the research and other knowledge developed by this program activity to inform its regulation of fish products of biotechnology. Tools and techniques generated by this research are often used to protect endangered species, manage the opening and closing of fisheries, avoid over-exploitation of resources, prosecute poachers, improve aquaculture practices, and control disease outbreaks.

The application of biotechnology and genomics in the management of Canada's aquatic resources benefits Canadians by making available new methods and tools that introduce efficiencies and improve our ability to manage Canada's resources.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	3.0	3.0	3.0
Human Resources (FTEs)	19	19	19

Performance Measurement

Expected Result	Performance Indicator	Target
Fish products derived from biotechnology to protect aquatic environment are regulated	Percentage of products/activities regulated by Environment Canada under the *Canadian Environmental Protection Act, 1999* and the *New Substances Notification Regulations* on the basis of risk assessments completed by DFO	100% of risk assessments are completed in response to notifications submitted, by March 31, 2012
Innovative biotechnology and genomics tools and techniques used to enhance the ecological sustainability of the wild commercial fishery, aquaculture, and oceans ecosystems	Scientific production by Fisheries and Oceans as measured by percentage of DFO publications compared to Canadian totals in the fields of aquatic biotechnology and genomics	≥2010-11 baseline level by March 31, 2012
Science information and advice on the regulation of fish products derived from biotechnology	Number of regulatory products and processes completed for which science information and advice is provided (e.g., regulations, risk assessments, guidelines, compliance promotion materials, public consultations)	Maintain 5-year average (2006-11) by March 31, 2012
Aquatic biotechnology and genomics research products	Number of aquatic biotechnology and genomics research projects undertaken	Maintain 5-year average (2006-11) by March 31, 2012

Planning Highlights

- **Genomic Research and Development Initiative** — Complete the Initiative's 3-year research projects.
- **Canadian Regulatory System for Biotechnology** — Assist in the implementation of the *New Substances Notification Regulations (Organisms)* under the *Canadian Environmental Protection Act* for fish products of biotechnology.

1.7 International Affairs

International Affairs works actively to advance international guidance, standards, agreements, and management decisions that reflect Canadian approaches to fisheries and oceans management and international trade. Among other things, this involves seeking to ensure the sustainable management of transboundary stocks, access to international markets for Canadian fish and seafood products, as well as a stable international trade regime for these products. In addition, considerable effort is expended on supporting international actions against illegal, unreported, and unregulated fishing and seeking continued improvement in international fisheries and oceans management practices, based on science advice and precautionary approaches. Achieving these results requires multilateral, regional, and bilateral collaboration.

Canada's fish and seafood sector depends heavily on international trade. The more successful this program activity is in achieving the results it seeks, the greater the economic benefits for this sector and for Canadians as a whole.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	15.9	15.9	15.8
Human Resources (FTEs)	68	68	66

Performance Measurement

Expected Result	Performance Indicator	Target
Sustainable international fisheries management	Percentage of quotas/allocations for high seas fish stocks managed by Regional Fisheries Management Organizations (RFMOs) of which Canada is a member that are set with scientific advice	100% by March 31, 2012
Sustainable international marine ecosystems	Percentage of international resolutions and decisions (e.g., United Nations General Assembly, Regional Fisheries Management Organizations' management decisions) adopted through consensus to strengthen protection of vulnerable marine ecosystems in international waters	100% by March 31, 2012
Access to international markets for Canadian fish and seafood products	Percentage reduction of global market share for Canadian fish and seafood products	0% by March 31, 2012
Allocations and/or fishing opportunities for Canadians to internationally and sustainably managed fisheries, consistent with conservation goals	Canada's percentage share of Total Allowable Catch for Atlantic Bluefin Tuna (allocated through International Commission for the Conservation of Atlantic Tunas, or ICCAT)	23.75% by March 31, 2012
	Number of Canadian vessels with access to US waters under Pacific Albacore Tuna Treaty	110 by March 31, 2012
	Percentage share of 3L shrimp (allocated through Northwest Atlantic Fisheries Organization, or NAFO)	83.3% by March 31, 2012

Expected Result	Performance Indicator	Target
Monitoring, control, and surveillance in the Northwest Atlantic Ocean and North Pacific Ocean	Number of major non-compliance issues identified by Northwest Atlantic Fisheries Organization (NAFO) Standing Committee on International Control assessment	0 by March 31, 2012
	Number of compliance issues identified in annual Pacific RFMO enforcement committees (e.g., North Pacific Anadromous Fish Commission)	0 by March 31, 2012
Implement new Port State Measures Agreement (PSMA) (tool to combat illegal, unreported, and unregulated fishing)	Percentage of materials completed that are required to seek approval for Canada to sign and ratify (or accede to) the PSMA	100% by March 31, 2012
Broad and constructive relationships with international partners based upon common goals and strategies	Percentage of agreements and alliances maintained and improved with partners	100% by March 31, 2012
Identification of ecologically and biologically significant areas (EBSAs) and vulnerable marine ecosystems (VMEs) in international waters	Number of science projects completed to identify EBSAs and VMEs in international waters	7 by March 31, 2012
Regulatory or effective control mechanisms for ocean fertilization activity	Percentage rate of adoption of regulatory/control mechanism by majority of governing bodies of London Convention	50% +1 (adoption by majority) by March 31, 2013
Arctic Ocean Review	Percentage of report completed and presented to Ministers of Arctic Council members	100% by March 31, 2013

Planning Highlights

- **Regional Fisheries Management Organizations** — Work with international partners to continue improvements in Regional Fisheries Management Organizations.
- **Trade Negotiations** — Ensure trade agreements properly reflect Canada's fish and seafood interests.
- **Seal Products** — Support Canada's World Trade Organization challenge regarding the European Union ban on seal products, and continue to support efforts to expand exports into new markets such as China.
- **Circumpolar Co-operation** — Contribute to circumpolar co-operation for the Arctic marine environment, including through analysis of regional pressures and trends.
- **Aquatic Invasive Species** — Work collaboratively with the United States to address shared threats from aquatic invasive species.
- **Science Research Projects** — Undertake approximately 20 science research projects to help deliver science advice for policy development and decision-making in international fora (e.g., Northwest Atlantic Fisheries Organization, Inter-American Tropical Tuna Commission, United Nations General Assembly, Convention on Biological Diversity).

1.8 Waterways Management

This program activity, delivered by the Canadian Coast Guard (CCG), facilitates the efficient movement of maritime commerce and helps ensure that Canadian waterways are safe and accessible. CCG does this by providing mariners with services and information such as channel bottom monitoring (surveys) and water-depth forecasts in certain commercial channels. The program also manages channel dredging in specific areas, maintains marine structures, and provides guidelines on channel design.

By helping to keep channels navigable and reducing the risks associated with marine navigation, Waterways Management helps maritime commerce contribute to Canada's economic prosperity.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	5.2	5.2	5.2
Human Resources (FTEs)	40	40	40

Performance Measurement

Expected Result	Performance Indicator	Target
Commercial shipping industry and mariners are provided with channel management services and information to facilitate accessibility of main commercial shipping channels	Percentage of Notice to Shipping (NOTSHIPS) published within CCG's Levels of Service (LOS)	100% by March 31, 2012
Dredged channels of the Canadian portions of the Great Lakes Connecting Channels and St. Lawrence River maintained and managed	Percentage of channel areas dredged vs those requiring dredging (Canadian portions of the Great Lakes Connecting Channels and St. Lawrence only)	100% by March 31, 2012
Publication of channel surveys	Percentage of time surveys published within CCG's LOS	100% by March 31, 2012

Planning Highlights

- **e-navigation** — Initiate a gap analysis readiness assessment and develop a national e-navigation portal as the next step in moving toward the implementation of e-navigation in Canada. This will be done in collaboration with other Coast Guard programs and federal departments.
- **Post-Panamax Vessels** — Develop an action plan with the view to implementing CCG and Transport Canada recommendations from the risk assessment report on Post-Panamax vessels in the St. Lawrence Shipping Channel.
- **Engineering Guidelines** — Update engineering guidelines for the design, maintenance, and utilization of commercial channels in collaboration with the international community.
- **Capital Projects** —Continue investment projects to restore the Canadian portion of the Great Lakes Connecting Channels.

1.9 Aids to Navigation

CCG delivers this program activity, which provides Canada's aids to navigation systems. The aids to navigation systems include approximately 17,000 short-range marine aids and one long-range marine aid, the Differential Global Positioning System. The Aids to Navigation program activity also provides information on navigation systems to mariners.

The aids to navigation systems and services all support safe and efficient navigation in Canadian waters.

Aids to Navigation contributes to Canada's economic prosperity by ensuring that Canada's marine aids to navigation systems are modern and reliable and that mariners have up-to-date information on the systems in use.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	22.3	21.3	21.3
Human Resources (FTEs)	201	201	201

Performance Measurement

Expected Result	Performance Indicator	Target
Commercial shipping industry and mariners have access to reliable aids to navigation systems that allow safe and efficient navigation	Percentage of Aids to Navigation systems reviewed and confirmed to be reliable through cyclical review versus number of systems	20% by March 31, 2012
Operational aids to navigation systems	Percentage of time an aid has been operating properly vs time it was expected to be operational (mission time), over a 3 year average	99% by March 31, 2012
Publication of Notice to Mariners	Percentage of publications of the monthly Notice to Mariners (NOTMARs) published within CCG's Levels of Service	100% by March 31, 2012

Planning Highlights

- **Pangnirtung Harbour, Nunavut** — Provide an aids to navigation system for Pangnirtung Harbour.
- **Capital Projects** —Continue the investment projects for refurbishing, modernizing, or replacing shore-based and floating aids to navigation.

1.10 Icebreaking Services

The Canadian Coast Guard delivers Icebreaking Services, which contributes to keeping Canadian ports and commercial channels open year-round. This support for efficient and safe navigation involves, among other things, providing ice information, escorting ships through ice-covered waters, and freeing vessels caught in ice. Icebreaking Services also transports goods and supplies to Northern communities and contributes to Canada's sovereignty in the Arctic.

This program activity's support for maritime commerce and Northern communities benefits Canadians by contributing to the country's economic prosperity.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	17.0	17.0	17.0
Human Resources (FTEs)	18	18	18

Performance Measurement

Expected Result	Performance Indicator	Target
Icebreaking operations contribute to keep most Canadian ports and commercial channels open for business year round	Percentage of services provided relative to the total requests for icebreaking	100% by March 31, 2012
Icebreaking operations (e.g. ice breaking, ice escorts)	Percentage of icebreaking operations provided within CCG's Levels of Service	97% by March 31, 2012
Publication of ice related information during ice-seasons	Percentage of ice charts produced relative to LOS	100% by March 31, 2012

Planning Highlights

- **Levels of Service** — Implement the revised Icebreaking Levels of Service.
- **Support for the United Nations Convention on the Law of the Sea (UNCLOS)** — Provide the icebreaker support needed to meet Canada's obligations regarding seabed mapping.

1.11 Small Craft Harbours

For more information on DFO's Small Craft Harbours program, see http://www.dfo-mpo.gc.ca/sch-ppb/home-accueil-eng.htm.

The Small Craft Harbours (SCH) program, directly or in co-operation with Harbour Authorities, operates and maintains in good working condition a national network of harbours capable of supporting the effective operation of the commercial fishing industry. Public investment in small craft harbour infrastructure contributes to improving the economic benefits associated with Canada's maritime sectors and fisheries. Where possible, the program transfers the ownership of non-essential fishing harbours and recreational harbours to local communities.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	114.6	92.6	92.6
Human Resources (FTEs)	177	171	171

Performance Measurement

Expected Result	Performance Indicator	Target
National network of safe and accessible harbours, managed by local Harbour Authorities, meets the needs of Canada's commercial fishing industry and coastal communities	Percentage of core commercial fishing harbours with harbour performance rating* of fair or better	70% by March 31, 2012

* Harbour performance ratings are assigned by Small Craft Harbours regional staff after considering both the physical condition of the facilities (breakwaters, wharves, etc.) and the functional adequacy of such facilities to serve the basic requirements of harbour users.

Planning Highlights

- **Core Commercial Fishing Harbours** — Develop a strategy to align harbour infrastructure with departmental directions and evolving relationships with clients and stakeholders and move forward on an approach to rationalizing the SCH asset base. In addition, SCH will begin implementation of the government's response to the recommendations of the Report of the Standing Committee on Fisheries and Oceans (http://www2.parl.gc.ca/HousePublications/Publication.aspx?DocId=4308453&Language=E&Mode=1&Parl=40&Ses=2).
- **Harbour Divestitures** — Implement year four of the Divestiture of Non-core Harbours Program, and begin to develop a longer term strategy for the divestiture of the remaining non-core harbours following the end of the Divestiture of Non-core Harbours Program in 2011-12.
- **Harbour Authorities** — Provide tools and training modules to assist harbour operations and management activities by Harbour Authorities to enhance their sustainability.

Sub-activities

Small Craft Harbours program activity is delivered through two sub-activities, as indicated in the Program Activity Architecture on page 5. Performance information for these sub-activities is available on the DFO website (http://www.dfo-mpo.gc.ca/rpp/2011-12/index-eng.htm).

1.12 Territorial Delineation

This program activity is about defining and describing Canada's offshore boundaries. The primary focus in this regard is establishing the outer limits of Canada's continental shelf. The Territorial Delineation program activity is helping establish these limits by collecting bathymetric data and helping to prepare the scientific evidence to support Canada's submission to the United Nations Commission on the Limits of the Continental Shelf.

Knowing the outer limit of Canada's continental shelf beyond the current Exclusive Economic Zone will clarify where Canada has the sovereign right to explore the seabed and subsoil resources (the area in question is estimated to be equivalent in size to the three Prairie Provinces). This will create greater certainty for those wanting to exploit resources beyond the Exclusive Economic Zone, leading in turn to more economic activity and greater economic benefits for Canadians.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	6.4	0.7	0.8
Human Resources (FTEs)	10	10	10

Performance Measurement

Expected Result	Performance Indicator	Target
Canada's maritime boundaries are precisely defined in accordance with international standards	Percentage of bathymetric work completed versus planned in preparation of Canada's 2013 evidence submission to the United Nations Commission on the Limits of the Continental Shelf	100% by March 31, 2013
Bathymetric data and expert testimony	Percentage of expert reports accepted for defining or defending the geographic description of Canada's offshore boundaries	100% by March 31, 2013

Planning Highlights

- **United Nations Convention on the Law of the Sea (UNCLOS) Data Collection** — Carry out bathymetric surveys in the Arctic in 2011-12. The data collected will support Canada's scientific submission to the Commission on the Limits of the Continental Shelf.
- **UNCLOS Data Analysis** — Analyze the data collected for Canada's scientific submission to the Commission on the Limits of the Continental Shelf, and prepare a peer-reviewed scientific paper that supports Canada's extended jurisdiction over the continental shelf.
- **Marine Geodetic Support** — Provide support to the Government of Canada on all aspects of offshore boundary delineation.

2. Sustainable Aquatic Ecosystems

This strategic outcome focuses on the conservation, protection, and sustainability of Canada's aquatic ecosystems. Achieving this long-term benefit for Canadians involves managing the risks that affect species, oceans, and fish habitats.

We use two measures of our progress toward this strategic outcome:

- We compare the percentage of all known aquatic species that are ranked as *secure* with a target percentage value.[4]
- We compare the value for a consolidated index of aquatic animal health with a target value for the index.

Our target for the first measure is to have a higher percentage of *secure* aquatic species than in 2010. The second target is to exceed, in 2013, the 2012 index of animal health.

DFO delivers the following eight program activities designed to ensure that our aquatic ecosystems are sustainable:

- 2.1 Compliance and Enforcement
- 2.2 Salmonid Enhancement Program
- 2.3 Habitat Management
- 2.4 Aboriginal Inland Habitat Program
- 2.5 Species at Risk Management
- 2.6 Environmental Response Services
- 2.7 Integrated Oceans Management
- 2.8 Aquatic Invasive Species

See pages 33 through 40 for information on these program activities.

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	294.6	272.7	272.7
Human Resources (FTEs)	2,207	2,182	2,184

Performance Measurement

Expected Result	Performance Indicator	Target
Sustainable Aquatic Ecosystems	Percentage of all known aquatic species that are rated *secure*	≥2010 base year by March 31, 2015
	Consolidated Index of Aquatic Ecosystem Health assessing population status, trophic structure, and species richness	≥2012 base year by March 31, 2013

[4] *Secure* refers to one of the status ranks in *Wild Species 2005*, available at http://www.wildspecies.ca/wildspecies2005/index.cfm?lang=e.

2.1 Compliance and Enforcement

This program activity promotes, regulates, and enforces compliance with legislation, regulations, and measures designed to conserve and sustain Canada's aquatic resources and to protect species at risk.

Compliance and Enforcement has four sub-activities, and all contribute directly to protecting and conserving Canada's aquatic ecosystems.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	109.9	106.9	106.9
Human Resources (FTEs)	769	769	772

Performance Measurement

Expected Result	Performance Indicator	Target
Canadian and international individuals and organizations act in accordance with the legislation, regulations and other managing frameworks that govern Canadian waterways, fisheries, oceans, and habitat	Percentage rate of compliance by various sectors of the regulated community (e.g., commercial fisheries, recreational fisheries, development projects impacting fish habitat)	≥90% by March 31, 2012
Canadian waterways, fisheries and habitats are effectively protected so that the intrinsic nature of Canada's resources is maintained and contributes to enhanced social, health and economic benefits derived by Canadians	Percentage rate of compliance and enforcement	60% by March 31, 2012

Planning Highlights

- **Focus on Modernization** — Focus on intelligence gathering and analysis and completion of the Compliance Systems Refresh initiative as part of Compliance Review and Modernization implementation.
- **Internal Review** — Complete a comprehensive review of the National Compliance and Enforcement Program with a focus on improving efficiency, effectiveness, and national consistency in program delivery.
- **Strengthen Internal Partnerships** — Implement the revised National Habitat Compliance Protocol, which strengthens the partnership with Habitat Management.
- **Strengthen Compliance** — Implement the new Catch Certification Audit Office, including the development of an audit process Standard Operating Procedure that meets European Union requirements.
- **Aquaculture in British Columbia** — Implement the B.C. aquaculture enforcement program.

Sub-activities

Compliance and Enforcement is delivered through four sub-activities, as indicated in the Program Activity Architecture on page 5. Performance information for these sub-activities is available on the DFO website (http://www.dfo-mpo.gc.ca/rpp/2011-12/index-eng.htm).

2.2 Salmonid Enhancement Program

This program activity focuses on the production of Pacific salmon in British Columbia and the Yukon from hatcheries and spawning channels, as well as habitat restoration and enhancement. The Salmonid Enhancement Program (SEP) also encourages the participation of First Nations, local communities, and others in co-operative fisheries and watershed stewardship in British Columbia and the Yukon.

By helping to protect and sustain Pacific salmon, this program activity contributes to the broader goal of protecting and sustaining Canada's aquatic ecosystems and also provides economic benefits (fish production for harvest and support to vulnerable species) to the maritime sector.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	30.1	30.1	30.1
Human Resources (FTEs)	212	212	212

Performance Measurement

Expected Result	Performance Indicator	Target
The public has access to harvest opportunities	% enhanced contribution to catch	Maintain average contribution range of 10-15% (subject to IFMP and funding) by March 31, 2012
The public supports the protection, stewardship and rebuilding of salmon and their habitat	Number of parties engaged in co-operative fisheries and watershed stewardship activities	± 10% of current 3-year average by March 31, 2012

Planning Highlights

- **SEP Infrastructure Strategy** — Use the SEP Infrastructure Strategy to guide major capital planning, prioritization, and decision-making about infrastructure.
- **Organization Review** — Implement the SEP area-based organizational review and develop a plan for reorganizing SEP areas.
- **Production Planning Strategy** — Develop and implement a strategy that defines the process, governance, and decision-making for production planning for SEP enhancement facilities and for inclusion in the Pacific Salmon Integrated Management Plans. This strategy will be used to implement a standard, documented production planning process.
- **Biological Assessment Framework** — Develop and implement a framework that will guide both the assessment of biological programs and projects and decision-making about assessment requirements and priorities. This framework will be used to develop annual project assessment plans that support program performance measurement and regional science stock assessment requirements.

Sub-activities

Salmonid Enhancement Program is delivered through four sub-activities, as indicated in the Program Activity Architecture on page 5. Performance information for these sub-activities is available on the DFO website (http://www.dfo-mpo.gc.ca/rpp/2011-12/index-eng.htm).

2.3 Habitat Management

Through this program activity, the federal government is a major regulator responsible for helping to manage the impacts of non-fishing activities on fish and fish habitat. In this capacity, Habitat Management develops regulations and policies, undertakes science, provides formal advice and direction, and manages compliance.

Since most development projects in or around fish-bearing waters in Canada affect Habitat Management, the Fish Habitat Management Program plays a key role in conserving and protecting the fish and fish habitat that sustain the fisheries resources that Canadians value.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	58.5	52.7	52.7
Human Resources (FTEs)	619	611	610

Performance Measurement

Expected Result	Performance Indicator	Target
Fish habitat is protected and conserved	Percentage of monitored cases where harmful alteration, disruption, and destruction are avoided	80% by March 31, 2012
Non-fishing activities undertaken in or near Canadian fisheries waters avoid negative impacts on fish and fish habitat	Percentage of completed monitored cases where the project proponent conformed with formal advice or regulatory direction (e.g., Authorizations, Letters of Advice, Operational Statements or equivalent tools)	75% by March 31, 2012
	Percentage of proposed works (referrals) that would have resulted in a negative impact/loss of fish habitat (high risk), where, following Habitat Management Program advice, changes were made to the proposed works and resulted in mitigated impacts and no loss of fish habitat	45% by March 31, 2015
Formal advice instruments and regulatory direction	Percentage of referrals, of the total received, that are *low* risk	25% by March 31, 2015

Planning Highlights

- **Policy Renewal** — Renew the Policy for the Management of Fish Habitat (1986) with a view to streamline and simplify the policy, and develop policy tools to ensure efficient and effective regulatory reviews.
- **Continuous Improvement** — Develop an evergreen Quality Management Plan that will enable the monitoring of operations with the objective of improving program delivery and ensuring consistent and coherent program delivery nationally.
- **Focus on Human Resources** — Renew the Habitat Training Program to reflect the changing learning needs of program staff to better support operational requirements and succession planning.
- **Streamline Program Delivery** — Consult with partners, stakeholders, and Aboriginal groups to seek feedback on ways to streamline program delivery.

2.4 Aboriginal Inland Habitat Program

This program activity operates in the inland provinces: Alberta, Saskatchewan, Manitoba, Ontario, and Quebec. A contribution program, the Aboriginal Inland Habitat Program (AIHP) helps build the capacity of Aboriginal organizations in the inland provinces to participate more effectively in the collaborative management of fish habitat.

By increasing Aboriginal groups' involvement in the management of fish habitat, AIHP seeks to improve the decisions that are made about fish habitat — and therefore the sustainability of that habitat and the resources that depend on it.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	8.7	8.7	8.7
Human Resources (FTEs)	1	1	1

Performance Measurement

Expected Result	Performance Indicator	Target
Aboriginal inland communities have the capacity to participate in collaborative management of fish habitat	Percentage of eligible Aboriginal communities represented by AIHP-funded Aboriginal organizations in each province	50% by March 31, 2012
Funding agreements signed	Percentage of funds disbursed in a manner that adheres to the Program terms and conditions	100% by March 31, 2012

Planning Highlights

- **Enhance Aboriginal Community Participation** — Help Aboriginal communities collaborate and participate in activities aimed at the sustainable management and conservation of fish habitat.
- **Focus on Sustainability** — Enhance measures and controls to ensure proper management and accountability in delivering the Aboriginal Inland Habitat Program.

2.5 Species at Risk Management

The Species at Risk Management program activity is responsible for carrying out DFO's mandate, under the *Species at Risk Act*, to protect and recover all listed aquatic species at risk in Canada. This involves, for instance, monitoring, assessing, and listing species; identifying species' critical habitat; developing action plans; and implementing actions to protect and recover species.

By preventing extinction and ensuring recovery of aquatic species at risk, Species at Risk Management helps improve the ecological integrity of aquatic ecosystems so that they remain healthy and productive for future generations of Canadians.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112011/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	27.0	17.2	17.2
Human Resources (FTEs)	124	116	116

Performance Measurement

Expected Result	Performance Indicator	Target
Aquatic species at risk are prevented from being extirpated or becoming extinct and are supported in their recovery	Percent of listed aquatic species at risk whose risk status has either improved or remained the same relative to the listed aquatic species that are reviewed by the Committee on the Status of Endangered Wildlife in Canada	100% by March 31, 2018
Aquatic species at risk legally protected	Percent of listed aquatic species at risk covered by compliance promotion strategies and plans	100% by March 31, 2012
SARA recovery documents developed and posted on the SARA registry	Percentage of recovery strategies and management plans for listed aquatic species at risk developed and implemented within legislated timelines (2011-12)	100% by March 31, 2012

Planning Highlights

- **Keep Canadians Informed** — Develop and implement guidelines and policies to ensure that Canadians are aware of their legal obligations to protect aquatic species at risk and their critical habitat.
- **Streamline Processes** — Improve the efficiency and effectiveness of processes to support SARA decision-making.
- **Focus on Information Technology** — Develop an improved Information Management System to more effectively collect data and manage resources in a manner that supports performance measurement and continuous improvement in program delivery.
- **Develop a Prioritization Framework** — Improve the delivery of science information and advice in support of decision-making by developing a prioritization framework for implementing science activities in support of species recovery efforts.

Contribution to the Federal Sustainable Development Strategy

FSDS Goal	Performance Indicator	Target
Goal 5: Wildlife Conservation Maintain or restore populations of wildlife to healthy levels	▪ Percentage of listed species for which recovery has been deemed feasible where the population trend (where available) at the time of reassessment is consistent with the recovery strategy	Terrestrial and Aquatic Wildlife Conservation: Population trend (when available) at the time of reassessment is consistent with the recovery strategy for 100% of listed species at risk (for which recovery has been deemed feasible) by 2020 (Environment Canada has the lead)

For more information, see DFO's Sustainable Development Strategy (http://www.dfo-mpo.gc.ca/sds-sdd/2011-2012/index-eng.htm) and the Federal Sustainable Development Strategy (http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=E19EE696-1).

2.6 Environmental Response Services

This program activity, delivered by the Canadian Coast Guard, minimizes the environmental, economic, and public-safety impacts of marine pollution incidents. This involves, for example, establishing an appropriate and nationally consistent level of preparedness and response for the Canadian Coast Guard, as well as monitoring and investigating all reports of marine pollution in Canada.

By working to minimize the impacts of marine pollution incidents, Environmental Response Services plays a key role in keeping Canada's aquatic ecosystems healthy. These ecosystems can then support prosperous industries and fisheries.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	10.6	10.6	10.6
Human Resources (FTEs)	80	80	80

Performance Measurement

Expected Result	Performance Indicator	Target
Environmental, economic and public safety impacts of marine pollution events are mitigated	Percentage of reported cases in which the response was appropriate relative to the pollutant, threat and impact	100% by March 31, 2012
Respond to reported cases of ship-source marine pollution	Percentage of marine pollution responses with trained personnel, strategically placed equipment, and a mobilization plan	80% by March 31, 2012
Appropriate response to ship-source marine pollution threats	Percentage of response action that meets incident response plan objectives	100% by March 31, 2012

Planning Highlights

- **Strengthening the Environmental Response Program** — Develop and start implementing an integrated management action plan to address recommendations from audits by the Department and the Commissioner of the Environment and Sustainable Development. Establish both a national equipment strategy and a national approach to environmental response training.
- **Capital Projects** — Continue to revise our long-term reinvestment plan based on the directions in the National Response Strategy.

2.7 Integrated Oceans Management

Integrated management is an ecosystem-based approach to support the sustainable development of Large Ocean Management Areas (LOMAs) in Canada's oceans. The Integrated Oceans Management program provides federal, provincial/territorial government authorities, Aboriginals, industry, and other ocean users with the tools and information to incorporate social, economic, and environmental considerations into decision-making.

The Department's scientific expertise supports the development of tools and provides guidance to inform management decisions, policies, positions on international ocean governance issues, relevant knowledge, and legal commitments.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	38.8	35.4	35.4
Human Resources (FTEs)	338	328	328

Performance Measurement

Expected Result	Performance Indicator	Target
Ocean-related decisions consider Integrated Ocean Management Plan objectives	Percentage of permit processes that consider Integrated Oceans Management Plan objectives	100% by March 31, 2017
Canadians are aware of, and understand, the impact their activities have on marine ecosystems	Percentage of survey respondents that indicate a high level of knowledge of the impacts of activities on marine ecosystems	70% by March 31, 2017

Planning Highlights

- **Health of the Oceans** — Complete work on the government's commitments under Health of the Oceans, including the designation of six new Marine Protected Areas (MPAs) and the development of the North American Marine Protected Area Network.
- **Integrated Management** — Develop Integrated Management tools to aid in the development and dissemination of information to support decision-making processes within specific ocean spaces.
- **Performance Results** — Using the established Performance Measurement Strategy, complete the Oceans Program evaluation, and further develop established performance indicators. These indicators will be used to report and track performance of Integrated Oceans Management through established departmental performance reporting mechanisms.
- **Oceans Program Renewal Initiative** — Initiate a comprehensive review of current and future oceans programming with a view to improved delivery of objectives under Canada's Oceans Strategy.

Contribution to the Federal Sustainable Development Strategy

FSDS Goal	Performance Indicator	Target
Goal 6: Ecosystem/Habitat Conservation and Protection Maintain productive and resilient ecosystems with the capacity to recover and adapt; and protect areas in ways that leave them unimpaired for present and future generations	▪ Percentage of marine area under a conservation regime ▪ Percentage of conservation objectives for marine protected areas, marine protected areas networks, and integrated management plans achieved	Marine Ecosystems: Improve the conservation of ocean areas and marine ecosystems by 2012 (DFO has the lead)

For more information, see DFO's Sustainable Development Strategy (http://www.dfo-mpo.gc.ca/sds-sdd/2011-2012/index-eng.htm) and the Federal Sustainable Development Strategy (http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=E19EE696-1).

Sub-activities

Integrated Oceans Management is delivered through two sub-activities, as indicated in the Program Activity Architecture on page 5. Performance information for these sub-activities is available on the DFO website (http://www.dfo-mpo.gc.ca/rpp/2011-12/index-eng.htm).

2.8 Aquatic Invasive Species

Aquatic invasive species are a major threat to aquatic biodiversity, ecosystem health, and the fisheries and aquaculture industries that healthy and productive ecosystems sustain. The primary focus of this program activity is to prevent the introduction of new invasions through the identification of high-risk species, pathways of invasion, and risk management. Secondary objectives include the early detection of, and rapid response to, new invaders, and management of established and spreading invaders.

By reducing the risks to Canada's aquatic ecosystems, the Aquatic Invasive Species program plays a key role in conserving and protecting those ecosystems for current and future generations of Canadians.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	11.0	11.0	11.0
Human Resources (FTEs)	65	65	65

Performance Measurement

Expected Result	Performance Indicator	Target
Introduction of aquatic invasive species is minimized and the impact of existing ones is remediated	Percentage completion of activities that support the implementation of Canada's Action Plan to Address the Threat of Aquatic Invasive Species	100% of planned activities funded under Canada's Action Plan to Address the Threat of Aquatic Invasive Species are completed within specified timelines
Research on pathways of invasion, methodologies to detect new invasions, risk assessments, and control measures	Scientific production by Fisheries and Oceans Canada as measured by percentage of DFO publications compared to Canadian totals in the field of aquatic invasive species	Maintain or improve 5-year average (2006-11) by March 31, 2012

Planning Highlights

- **Regulatory Policy and Regulations** — Develop a regulatory policy and a regulation for the control and management of aquatic invasive species under the *Fisheries Act*.
- **Socio-Economic Risk Assessments** — Develop a framework for integrating socio-economic factors into the risk-assessment process, and start implementing the integrated risk-assessment process.
- **Binational Risk Assessment for Asian Carp** — Assess the threat that Asian carp pose to aquatic ecosystems in the Great Lakes.
- **Great Lakes Water Quality Agreement** — Participate in renegotiating the Agreement with the United States and in any subsequent planning on its implementation.

Contribution to the Federal Sustainable Development Strategy

FSDS Goal	Performance Indicator	Target
Goal 6: Ecosystem/Habitat Conservation and Protection Maintain productive and resilient ecosystems with the capacity to recover and adapt; and protect areas in ways that leave them unimpaired for present and future generations	■ Incidence of invasive species introduction (or number of invasive pathways controlled)	Managing Threats to Ecosystems: Threats of new alien invasive species entering Canada are understood and reduced by 2015 (Environment Canada has the lead)

For more information, see DFO's Sustainable Development Strategy (http://www.dfo-mpo.gc.ca/sds-sdd/2011-2012/index-eng.htm) and the Federal Sustainable Development Strategy (http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=E19EE696-1).

3. Safe and Secure Waters

This strategic outcome is about maintaining and improving maritime safety and security in Canada. To achieve this long-term benefit for Canadians, we provide the maritime infrastructure, information, products, and services necessary to ensure safe navigation and to protect life and property.

We measure our progress toward this strategic outcome in two ways:

- We compare the percentage of the Canadian public rating the marine transportation system in Canada as *safe* or *very safe* to a target value.
- We compare the percentage of total shipping movements in Canadian waters that result in shipping incidents[5] to a target value.

For the current reporting period, our targets are 90% for *safe* or *very safe* ratings and less than 0.2% for shipping incidents as a percentage of shipping movements.

DFO delivers the following eight program activities designed to ensure that Canada's waters are safe and secure:

- 3.1 Search and Rescue Services
- 3.2 Marine Communications and Traffic Services
- 3.3 Maritime Security
- 3.4 Fleet Operational Readiness
- 3.5 Shore-based Asset Readiness
- 3.6 Canadian Coast Guard College
- 3.7 Hydrographic Products and Services
- 3.8 Ocean Forecasting

See pages 42 through 48 for information on these program activities.

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	688.8	675.6	603.8
Human Resources (FTEs)	4,896	4,896	4,896

Performance Measurement

Expected Result	Performance Indicator	Target
Safe and Secure Waters	Percentage of Canadian public reporting that the marine transportation system in Canada is *safe* or *very safe*	90%
	Percentage of Canadian and Foreign shipping incidents (e.g., collision, grounding, striking, and ice damage) relative to total Canadian and foreign shipping movements in Canadian waters	<0.2%

[5] Shipping incidents include collisions, groundings, strikings, and ice damage.

3.1 Search and Rescue Services

This program activity, delivered by the Canadian Coast Guard, leads, delivers, and maintains preparedness for the maritime component of the federal search and rescue system. Search and Rescue Services carries out these tasks with the support of numerous stakeholders and partners, including the Canadian Coast Guard Auxiliary and Department of National Defence.

By increasing the chances of rescue for people caught in dangerous on-water situations, Search and Rescue Services benefits Canadians by contributing directly to the safety of Canadian waters.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	34.6	34.6	34.6
Human Resources (FTEs)	124	124	124

Performance Measurement

Expected Result	Performance Indicator	Target
People at risk of loss of life or injury have access to assistance in the maritime environment	Percentage of lives saved relative to total reported lives at risk in the maritime environment	≥90% by March 31, 2012
Canadian Coast Guard Auxiliary (CCGA) response is cost effective for the Canadian Coast Guard	Percentage of maritime SAR taskings accepted by CCGA relative to the total number of CCGA taskings	75% by March 31, 2012

Planning Highlights

- **Canadian Coast Guard Auxiliary** — Start the renewal process to update the formal Contribution Agreements with the six Canadian Coast Guard Auxiliary corporations.
- **Northern Search and Rescue Service** — Explore and develop options for Search and Rescue service delivery in the North.

Sub-activities

Search and Rescue Services is delivered through two sub-activities, as indicated in the Program Activity Architecture on page 5. Performance information for these sub-activities is available on the DFO website (http://www.dfo-mpo.gc.ca/rpp/2011-12/index-eng.htm).

3.2 Marine Communications and Traffic Services

This program activity, delivered by Canadian Coast Guard, provides a number of communication services that contribute to the safety of life at sea, to the protection of the marine environment, and to safe and efficient navigation of shipping. The services include, among others, providing marine distress and general radio communications, screening vessels entering Canadian waters, regulating vessel traffic, and broadcasting maritime safety information.

The services delivered by this program activity are key factors in keeping Canadian waters both safe and secure.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	45.1	47.1	45.9
Human Resources (FTEs)	447	447	447

Performance Measurement

Expected Result	Performance Indicator	Target
Vessels can transit Canadian waters safely	Percentage of total number of collisions, strikings, and groundings out of the total vessel movements within vessel traffic system (VTS) zones	<1% by March 31, 2012
Response to distress and safety communications	Percentage of calls responded to as per CCG's published Levels of Service (LOS)	100% by March 31, 2012
Vessel traffic and waterway information in vessel traffic services (VTS) zones	Percentage of vessel traffic and waterway information is provided to regulated vessels (in vessel traffic services zones) as per CCG's published LOS	100% by March 31, 2012
Requests for vessels to enter Canadian waters are responded to	Percentage of offshore clearances granted or denied out of the total number of vessels requesting entrance to Canadian waters from sea	100% by March 31, 2012

Planning Highlights

- **Succession Planning** — Continue to recruit new Marine Communications and Traffic Services Officers.
- **Workload Review** — Develop an action plan to address recommendations from the workload review.
- **NAVAREAs**[6] — Launch the NAVAREA satellite transmission service.
- **Capital Projects** — Continue investment projects to upgrade communication equipment at Marine Communications and Traffic Services Centres and remote sites.

3.3 Maritime Security

This program activity supports federal departments and agencies with responsibilities for maritime and national security. The Canadian Coast Guard provides value-added support to federal security and intelligence agencies and partners through the provision of maritime information, vessel tracking information, maritime expertise, and platforms to support federal departments and agencies as required.

CCG's role in Maritime Security, with respect to both its work with other federal departments and agencies and its role in the Marine Security Operations Centres, contributes to making Canadian waters more secure.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	10.1	7.5	7.5
Human Resources (FTEs)	23	23	23

[6] NAVAREAs are geographical sea areas established by the International Maritime Organization (IMO) to co-ordinate the transmission of navigational warnings to mariners

Performance Measurement

Expected Result	Performance Indicator	Target
Federal enforcement and intelligence communities have adequate support and information to enhance their awareness of vessel movements and respond to on-water incidents	Percentage availability of the DFO consolidated maritime picture versus advertised level of availability for clients	99.7% by March 31, 2012
Vessel traffic information	Percentage availability of the Long Range Identification and Tracking (LRIT) system and the Automatic Identification System (AIS)	99.7% by March 31, 2012

Planning Highlights

- **Great Lakes Marine Security Operations Centre** — Continue development of the interagency Great Lakes Marine Security Operations Centre (MSOC). This MSOC focuses on data fusion, intelligence analysis, and an early-warning system for the Great Lakes and St. Lawrence Seaway area.
- **Coastal Marine Security Operations Centres** — Continue development of the two coastal interagency MSOCs, in Halifax and Victoria. Both MSOCs focus on data fusion, intelligence analysis, and an early-warning system for Canada's three coasts.
- **Capital Projects** — Continue the long-term capital investments in critical vessel tracking and information systems as well as analytical tools to support whole-of-government maritime domain awareness.

3.4 Fleet Operational Readiness

Fleet Operational Readiness provides safe, reliable, available and operationally capable fleet assets (vessels, helicopters, etc.) staffed with competent and professional crews ready to respond to the on-water and maritime-related requirements of the Government of Canada. This involves fleet management and operations, fleet maintenance, and the procurement of fleet assets.

Through the fleet assets and crews it provides to CCG programs, DFO programs, and other government departments, this program activity makes significant contributions to the safety of Canadian waters.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	425.0	411.9	352.3
Human Resources (FTEs)	2,817	2,817	2,817

Performance Measurement

Expected Result	Performance Indicator	Target
A fleet of modern vessels which meet the operational needs and requirements of the Government of Canada	The percentage of operational life remaining of the fleet of large vessels and the percentage of operational life remaining of the fleet of small vessels (excludes helicopters and small craft)	Between 40% and 60% for large and small vessels by March 31, 2021

Planning Highlights

- **Fleet Management** — Continue to improve fleet management through internal efficiencies and information management system improvements to ensure continued, timely access to critical decision-making information.
- **Training and Development** — Implement the Ships' Crew Certification program, and continue to develop the Operational Women's Network.
- **Ongoing Investments** — Continue development of the Fleet Renewal Plan, continue to invest in the current fleet (through vessel refits), and procure new assets (vessels, helicopters, small craft) in line with government direction to help ensure continued fleet operational readiness.

Sub-activities

Fleet Operational Readiness is delivered through three sub-activities, as indicated in the Program Activity Architecture on page 5. Performance information for these sub-activities is available on the DFO website (http://www.dfo-mpo.gc.ca/rpp/2011-12/index-eng.htm).

3.5 Shore-based Asset Readiness

This program activity ensures that CCG's non-fleet assets (aids to navigation, radio towers, etc.) are available, reliable, and capable of supporting the delivery of CCG programs. This is achieved through the provision of life-cycle investment planning, engineering, maintenance, and asset disposal services. The results of the program contribute to achieving safe and secure waters for current and future generations.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	124.2	125.2	114.2
Human Resources (FTEs)	853	853	853

Performance Measurement

Expected Result	Performance Indicator	Target
Shore-based assets are available to deliver CCG programs	Percentage of Service Level Agreements commitments met: Marine Communications and Traffic Services assets	90% by March 31, 2012
	Percentage of Service Level Agreements commitments met: Aids to Navigation assets	90% by March 31, 2012
Maintained shore-based assets	Percentage of change in condition rating compared to 2010-11 baseline rating	3% increase over a 3-year period by March 31, 2014

Planning Highlights

- **Shore-based Infrastructure Renewal** — Contribute to the development of the Long-term Plan for Shore-based Infrastructure. This is a 15-year plan for the capital investments needed to ensure the reliability and availability of CCG's shore-based assets.
- **Northern Vision** — Support CCG programs leading the development of the Agency's Northern Vision to strengthen CCG's ability to deliver services in the Arctic by providing ongoing technical and investment advice on Marine Communications and Traffic Services (MCTS) and Aids to Navigation assets located in the North.

3.6 Canadian Coast Guard College

The Canadian Coast Guard College trains the marine professionals needed to deliver programs in support of Coast Guard's mission and mandate in three key areas: marine safety, marine security, and environmental protection.

By training the Coast Guard professionals of tomorrow to work in marine safety and marine security, the Canadian Coast Guard College contributes to the long-term safety and security of Canadian waters.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	11.2	11.2	11.2
Human Resources (FTEs)	252	252	252

Performance Measurement

Expected Result	Performance Indicator	Target
CCG has access to trained operational personnel in support of Coast Guard programs	Percentage of Officer Training Program graduates to approved trainee intake	70% by March 31, 2012
	Percentage of Marine Communications and Traffic Services Officer graduates to approved trainee intake	90% by March 31, 2012
Professional Development Courses (Marine Maintenance and Equipment Training, Environmental Response, Search and Rescue)	Percentage of professional development courses delivered vs professional development courses planned to be delivered	100% by March 31, 2012
Training Programs (Marine Communications and Traffic Services Officers and Ships Officers)	Number of graduates of the Officer Training Program	28 by March 31, 2012
	Number of graduates of the Marine Communications and Traffic Services (MCTS) Officer Program	19 by March 31, 2012

Planning Highlights

- **Transformation Plan** — Continue to implement the Transformation Plan developed in 2009-10 to renew the College's organizational structure so that the College can respond more effectively to the growing demand for Coast Guard training.

3.7 Hydrographic Products and Services

Hydrographic Products and Services contributes to safety on Canadian waterways by measuring, describing, and charting the physical features of Canada's oceans and navigable inland waters. The resulting data is used to produce up-to-date, accurate navigational products.

Use of these products by the commercial shipping industry, the recreational boating community, and the marine industry in general protects lives, property, and the marine environment.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	28.7	28.2	28.2
Human Resources (FTEs)	287	287	287

Performance Measurement

Expected Result	Performance Indicator	Target
Users of Canada's waterways, and other interested parties, have the products and services they need for safe navigation, and other applications on Canada's waterways	Number of DFO navigational digital and paper products distributed	Maintain current unit distribution levels or achieve a net increase in products distributed by March 31, 2013
Hydrographic information on Canada's oceans and navigable waters	Average length of time to issue Notices to Mariners (NOTMAR) by the Canadian Hydrographic Service (CHS) upon receiving source information	Release within 4 months by March 31, 2013
	Percentage of planned chart production completed in high and medium risk areas	40% for high-risk charts based on 5-year cycle (2010-14); 70% for medium-risk charts based on a 10-year cycle (2005-14) by March 31, 2013

Planning Highlights

- **Digital Production and Distribution Model** — Enhance the coverage and provision of services for digital nautical products through the creation of new products to fill gaps in coverage, improved updating services, and the adoption of new technologies.

3.8 Ocean Forecasting

This program activity involves monitoring key ocean parameters to better predict ocean conditions and undertaking research to understand how our changing oceans influence ecosystems and climate. The data that Ocean Forecasting gathers and manages is used to develop an array of prediction products, services, and information used in everyday navigation, search and rescue, at-sea operations such as offshore oil and gas, and strategies for adapting to the impacts of climate change.

The information on tides and water levels generated by this program activity plays a core role in keeping Canadians safe on land and at sea.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	9.8	9.8	9.8
Human Resources (FTEs)	93	93	93

Performance Measurement

Expected Result	Performance Indicator	Target
Canadians have access to oceanographic data and ocean predictions to inform them on the physical and biochemical state of Canadian oceans	Yearly additions to physical oceanographic archives are distributed weekly to national and international sites	Maintain our level of service while dealing with a 10% growth in data volumes received, by March 31, 2013
Tidal and water level information for Canada's waterways	Percentage of time that tide and water-level gauges are functioning and transmitting data	95% by March 31, 2013

Expected Result	Performance Indicator	Target
Oceanographic physical and biochemical data received, processed and disseminated	Percentage of new data added to databases, compared to the volume of data received in the year	80% by March 31, 2013
	Percentage of requests for data fulfilled	Maintain or exceed previous years performance with allowable 2% variance by March 31, 2013

Planning Highlights

- **Regional Ocean Models** — Further refine regional ocean models, and determine how to use them as mainstream operational tools.
- **Use of Remote Sensing Infrastructure** — Continue working with the Canadian Space Agency to develop new ways to use remote (satellite) sensing infrastructure to augment the Department's monitoring of Canada's three oceans.
- **Arctic Ocean Monitoring Plan** — Collaborate with Indian and Northern Affairs, Environment Canada, and Natural Resources Canada about the delivery of an Arctic Ocean monitoring plan.

Internal Services

This program activity supports DFO's program needs and other corporate obligations. Internal Services provides support in three key areas: governance and management support, asset management services, and resource management services.

The support and services that Internal Services provides ensure that Government of Canada programs are delivered as efficiently and effectively as possible.

A detailed description of this program activity is available in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp).

Financial and Human Resources for 2011-14

	2011-12	2012-13	2013-14
Financial Resources ($ millions)	310.4	305.5	304.0
Human Resources (FTEs)	1,933	1,928	1,928

Planning Highlights

- **Policy on Internal Audit** — Complete the implementation of Treasury Board's *Policy on Internal Audit*.
- **Policy on Evaluation** — Implement the 2011-12 Evaluation Plan, one of the steps in ensuring that DFO implements Treasury Board's *Policy on Evaluation*.
- **Sound Financial Management** — Strengthen DFO's frameworks for controlling procurement and managing materiel, and pursue rigorous budgeting and allocation exercises. These initiatives will contribute to supporting auditable financial statements and implementing new Treasury Board policies in these areas.
- **Results-based Management** — Implement mature planning and reporting regimes that ensure the availability of information for departmental decision-making and accountability; continue to advance and integrate risk management practices; and improve performance measurement and our ability to report on expected results for Canadians.
- **National Human Resources Structure** — Complete the implementation of the National Human Resources Structure, which has been designed to ensure the best use of limited resources by aligning DFO's human resources priorities with available funding.
- **Staffing Time** — Continue to implement, establish, and refine DFO's staffing processes so that the time it takes to staff positions in the Department is reduced.

- **Employment Equity** — Take steps to increase the workforce representation of women, visible minorities, Aboriginals, and persons with disabilities by at least 5% by March 31, 2012.
- **Real Property** — Develop a real property management system that will adequately support departmental programs.
- **Environmental Co-ordination** — Develop an overarching strategy for departmental compliance with environmental regulations, policies, and best practices, building on existing environmental management programs.
- **Safety and Security** — Update and implement security and safety programs to ensure a safe and secure workplace, emergency management, and business continuity.
- **Data Management Policy** — Develop, secure approval of, and implement a departmental policy on data management in support of the mitigation of the departmental risk related to "information for decision-making."
- **Policy on Enterprise Architecture** — Develop, secure approval of, and implement a departmental policy on enterprise architecture to assist in the management and selection of investments for departmental software and hardware assets, targeting a decrease in duplication and an optimization of the architecture to meet business needs.

Sub-activities

Internal Services is delivered through three sub-activities, as indicated in the Program Activity Architecture on page 4. Additional information on these sub-activities is available on the DFO website (http://www.dfo-mpo.gc.ca/rpp/2011-12/index-eng.htm).

Section III — Supplementary Information

Financial Highlights

($ thousands)

Future-oriented Condensed Statement of Operations (for the year ended March 31)	% Change	Future-oriented 2011-12	Future-oriented 2010-11
Expenses	0.24%	1,970,166	1,965,384
Revenues	13.88%	91,828	80,635
NET COST OF OPERATIONS	**-0.34%**	**1,878,338**	**1,884,749**

Future-oriented Condensed Statement of Financial Position (for the year ended March 31)	% Change	Future-oriented 2011-12	Future-oriented 2010-11 (Restated*)
Financial Assets	-5.90%	331,914	352,721
Non-Financial Assets	-0.82%	2,583,431	2,604,831
Total Assets	**-1.43%**	**2,915,345**	**2,957,552**
Liabilities	-2.69%	654,580	672,689
Equity of Canada	-1.05%	2,260,765	2,284,863
TOTAL	**-1.43%**	**2,915,345**	**2,957,552**

* Restated as per Treasury Board Accounting Standard 1.2.

For more detailed information, see DFO's Future-oriented Financial Statements on the DFO website (http://www.dfo-mpo.gc.ca/rpp/2011-12/fin-eng.htm).

Supplementary Tables

The following tables are available on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/rpp/2011-2012/info/info-eng.asp):

- Details on Transfer Payment Programs;
- Up-front Multi-year Funding;
- Greening Government Operations;
- Horizontal Initiatives;
- Upcoming Internal Audits and Evaluations;
- Sources of Respendable and Non-Respendable Revenue;
- Status Report on Major Crown Projects;
- Summary of Capital Spending by Program Activity; and
- User Fees.

Section IV — Other Items of Interest

Sustainable Development and Strategic Environmental Assessment

Fisheries and Oceans Canada is committed to providing more specific information on how the Department supports sustainable development and contributes to the Federal Sustainable Development Strategy (FSDS).

DFO also commits to making environmental decision-making more transparent and to ensuring that the government's environmental goals are taken into account when pursuing social and economic goals. The Department will review and update its processes and supporting tools for Strategic Environmental Assessments (SEAs) to align with FSDS and the recently revised guidelines under the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals.* To support this work, DFO is working with other federal departments under the leadership of the Canadian Environmental Assessment Agency (CEAA) to strengthen the application of SEA and improve reporting on summary information regarding the results of SEAs.

For complete details on the Federal Sustainable Development Strategy, visit http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=E19EE696-1.

Information on federal Strategic Environmental Assessment can be found on the Canadian Environmental Assessment Agency website (http://www.ceaa.gc.ca/default.asp?lang=En&n=A4C57835-1).

Website References

Fisheries and Oceans Canada	
Aboriginal Fisheries	http://www.dfo-mpo.gc.ca/fm-gp/aboriginal-autochtones/index-eng.htm
Aboriginal Inland Habitat Program	http://www.dfo-mpo.gc.ca/fm-gp/aboriginal-autochtones/aihp-paghri-eng.htm
Aquatic Species at Risk	http://www.dfo-mpo.gc.ca/species-especes/index-eng.htm
Canadian Coast Guard	http://www.ccg-gcc.gc.ca/eng/CCG/Home
Compliance and Enforcement	http://www.dfo-mpo.gc.ca/fm-gp/enf-loi/index-eng.htm
E-navigation	http://www.ccg-gcc.gc.ca/e0004411
Fisheries	http://www.dfo-mpo.gc.ca/fm-gp/index-eng.htm
Future-oriented Financial Statements	http://www.dfo-mpo.gc.ca/rpp/2011-12/fin-eng.htm
National Aquaculture Strategic Action Plan Initiative	http://www.dfo-mpo.gc.ca/aquaculture/lib-bib/nasapi-inpasa/index-eng.htm
Organizational Structure	http://www.dfo-mpo.gc.ca/us-nous/organisation-eng.htm
Performance Information for Program Sub-activities	http://www.dfo-mpo.gc.ca/rpp/2011-12/index-eng.htm
Regions	http://www.dfo-mpo.gc.ca/rpp/2011-12/index-eng.htm
Salmonid Enhancement Program	http://www.pac.dfo-mpo.gc.ca/sep-pmvs/index-eng.htm
Science Program	http://www.dfo-mpo.gc.ca/science/index-eng.htm
Small Craft Harbours	http://www.dfo-mpo.gc.ca/sch-ppb/home-accueil-eng.htm
Sustainable Development Strategy	http://www.dfo-mpo.gc.ca/sds-sdd/2011-2012/index-eng.htm
Working Near Water	http://www.dfo-mpo.gc.ca/habitat/habitat-eng.htm
Crown Corporation	
Freshwater Fish Marketing Corporation	http://www.freshwaterfish.com/

Government of Canada	
2011-12 Main Estimates	http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp
Canadian Environmental Assessment Agency	http://www.ceaa.gc.ca/default.asp?lang=En&n=A4C57835-1
Canadian Shellfish Sanitation Program	http://www.inspection.gc.ca/english/fssa/fispoi/csspccsme.shtml
Federal Sustainable Development Strategy	http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=E19EE696-1
Government of Canada Outcome Areas	http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx
Report of the Standing Committee on Fisheries and Oceans	http://www2.parl.gc.ca/HousePublications/Publication.aspx?DocId=4308453&Language=E&Mode=1&Parl=40&Ses=2
Supplementary Table Greening Government Operations	http://www.tbs-sct.gc.ca/rpp/2011-2012/info/info-eng.asp
Supplementary Tables	http://www.tbs-sct.gc.ca/rpp/2011-2012/info/info-eng.asp

Contact for further information

Fisheries and Oceans Canada
Communications Branch
200 Kent Street
13th Floor, Station 13E228
Ottawa, Ontario
K1A 0E6
Telephone: 613-993-0999
Facsimile: 613-990-1866
TTY: 1-800-465-7735
Email: info@dfo-mpo.gc.ca